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ABSTRACT

Aspects of cooperative services considered in this final report include the concept of total library service, the concept of universal access, organization, planning, basic library services, staffing, community resources, library facilities, funding, staff training, and public information. Special services to meet special needs (such as library service to business, government, the handicapped, and institutions) and future developments in county-wide cooperative services are discussed, and a suggested time table for development is presented. Salient maps, tables, and charts, as well as other county-related information, are provided in appendices, which comprise half of the document. (JD)

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# COUNTY-WIDE COOPERATIVE LIBRARY SERVICES

## CLACKAMAS COUNTY, OREGON

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## A Long Range Plan

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1977

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September 30, 1977

Ms. Kelly Graham, Chairman
Council of Librarians
Clackamas County-wide Cooperative Library Services
Lake Oswego, Oregon 97034

Dear Ms. Graham:

I am pleased, as Library Consultant in Clackamas County, to submit the final report of the study of library service in Clackamas County. I presented an **Interim Report** of the study, **Clackamas County-wide Cooperative Library Services**, March 30, 1977. The $2.7 million, three year, serial library levy recommended in the **Interim Report** was approved by the Clackamas County voters on May 17, 1977. The final report is entitled **County-wide Cooperative Library Services, Clackamas County, Oregon: A Long Range Plan.**

The comprehensive report is based on the **Interim Report,** on information gathered and understanding gained during the on-site visits, on materials provided to me by the people in all of Clackamas County and in the Oregon State Library. The report includes, also, information provided to me by the librarians in the Clackamas County Library Network in the written overviews of the activities in the 1975-76 fiscal year of library service.

I express my appreciation for the help of the Library Steering Committee and the Council of Librarians.

I send my very best wishes to all of you in Clackamas County for continued progress toward excellence in library service in Clackamas County.

Sincerely yours,

Phyllis I. Dalton

Phyllis I. Dalton
Library Consultant

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## ABSTRACT

**TITLE:** COUNTY-WIDE COOPERATIVE LIBRARY SERVICES, CLACKAMAS COUNTY, OREGON: A LONG RANGE PLAN

**AUTHOR:** Phyllis I. Dalton, Library Consultant, Sacramento, California

**SUBJECT:** A long range plan for cooperative library services, county-wide, in Clackamas County, Oregon

**SPONSOR:** Library Steering Committee

**SOURCE OF COPIES:** Clackamas County Library

**FUNDING:** Clackamas County and the cities of Clackamas County

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**ABSTRACT:** Reviewed in this final report is the development of a county-wide cooperative library service in Clackamas County. A long range plan for the cooperative services is set forth as well as the phases for its initial progress. The report includes the total library program in relation to the identified needs of the people in Clackamas County for library service and makes recommendations for the future.

The report considers the demographic information concerning Clackamas County in relation to the development of cooperative library service. Consideration is given to why some people do not use the libraries and to the present services and facilities.

The recommendation is made for the continued development of the Clackamas County-wide Cooperative Library Services. Described in the recommendations are the kinds and levels of library service which should be provided in the future development of cooperative library services. The types of libraries and their relationships are also considered in the recommendation. The guidelines for the accomplishment of the recommendations are concerned, on a long range basis, with the following: Organization, fiscal management, program management, recommended library programs, both general

and specific, in relation to the library service in Clackamas County. Maps, charts and tables illustrate the needs for service. Time-tables are guidelines for developing the recommended plan.

The study of library service in Clackamas County indicates that the recommended plan should have a cooperative basis. The policies, organization and activities are based on the recommendations that: (a) Cooperative county-wide library services in Clackamas County should be accessible to all the people of the County; (b) Cooperative library service on a county-wide basis should be planned on a firm base which will ensure the participation of all librarians and representatives of the people in the county; (c) The Cooperative plan should be implemented in natural phases; (d) All cooperative library planning and development should have as its goal improved library service to the people in Clackamas County; (e) The Cooperative services should provide a basic organizational structure for continued library cooperation within the County; (f) The Cooperative services should have a fiscal basis which will provide for continuing fiscal support through adequate, fair and equitable financial planning for providing the services on a continuing basis.

The Plan takes into consideration the statewide planning for library service in Oregon - multi-county and multi-state plans and services and the planning at the national level. All of these efforts are being developed and coordinated to allow improved library service to emerge through the cooperative activities of all libraries working together.

The Clackamas County-wide Cooperative Library Services is envisioned as an association of autonomous libraries of all types working together to provide quality library service to the residents in the entire County. The report of the study is concerned, also, with the improvement of library services to the people of Clackamas County through the utilization of resources outside Clackamas County. These services and resources should be readily available on interlibrary loan and through direct access where reciprocal borrowing privileges have been negotiated outside Clackamas County.

To bring this plan together required the efforts and understanding of many people. The willingness of the Clackamas County people to devote time and thought and to provide the benefit of their experiences made the development of the cooperative plan possible. The Clackamas County-wide Cooperative Library Services can now be a reality. The comprehensive plan developed in this report moves the service forward.

## I. SUMMARY OF RECOMMENDATIONS

1. Specific library programs should be developed and implemented on a cooperative basis to meet the identified needs of the people of Clackamas County.
2. Individual public libraries should remain autonomous in governance and services.
3. Total cooperation and inter-relation of libraries in providing services and resources are recommended with the libraries organizationally autonomous.
4. A needs assessment for library programs should be made the first year. From the needs assessment, priorities should be set for meeting the identified needs.
5. Continuation of a firm financial structure should be assured. A second library serial levy should be passed with the same formula for the distribution of funds. The levy should be for a period of five years.
6. Programs and services should be evaluated prior to developing the plans and funding for the second library serial levy.
7. Evaluation criteria and procedures should be a part of the planning to enable the programs to be assessed for effectiveness.
8. A training program should be developed for all library staff based on a needs survey.
9. Overlapping services should be reviewed to determine whether duplication is necessary.
10. All cooperative effort should focus at all times on service to the individual.
11. The service programs should be designed to meet the requirements of differing clientele with material in a variety of formats.
12. More emphasis should be placed on the acquisition and utilization of audio-visual materials and equipment in the overall cooperative services as the programs develop.
13. New services development should be accompanied by staff training in the concepts and implications of the new services.

14. Reciprocal agreements should be developed with libraries in adjoining counties and/or with cooperative library services in other counties.

15. Funding from federal, state or private sources should be secured for special programs as a supplement to the library serial levy funds.

16. Library service should be provided to <u>all</u> the people through the utilization of special service programs where special needs are identified.

## II. INTRODUCTION

### The Concept of Cooperative Library Service

A cooperative library service can be defined as one in which two or more libraries enter into a written agreement to provide, on a planned basis, the library services in cooperation. The written agreement becomes the Plan of Service for the Cooperative activities. Resource sharing among all types of libraries increases the effectiveness of the libraries in the area served. The Clackamas County-wide Cooperative Library Services should be such a compact for effective and planned services.

The cooperative service is committed to the making available of adequate research and reference facilities for the residents in a community. Because library resources and services are essential components of a cooperative library service system, their accessibility is vital to a community. They stimulate awareness and understanding of social issues and human development. They enable the individual to receive information, knowledge, recreation, culture and education. The Clackamas County-wide Cooperative Library Services should assume the responsibility for developing a coordinated program of services among the libraries and institutions. This cooperative group can provide the widest possible access to the library and information resources of Clackamas County and thus ensuring the most effective and economical service to all library users.

### Universal Library Access and Equalization of Funding

Through the development of a cooperative service which is funded through an equalization formula to ensure equitable and fair distribution of support, all libraries guarantee to any resident of Clackamas County access to any library. Interlibrary loan is also provided, as well as reciprocity and the delivery of materials. Through these cooperative services, each resident may request and receive any material that is needed regardless of its

complexity or the extent of its technicality or any other qualifying characteristic. The resident may want technical information, engineering data, government statistics, a doctoral dissertation, a film, an article on home decoration or how-to-do it books - whatever is needed or desired. The material can be requested and the resident will receive it. The right to request is an invitation to use the library services and to make frequent requests to the local libraries. In Clackamas County, in the never-ending search for the best in library services, the public, school, academic and special libraries are turning toward cooperative service to achieve their goals. Not only is the effort a cooperative one in the development and delivery of resources and services but also is equitable and fair in its funding pattern. This cooperative library service development plan has been determined by a variety of timely developments. Underlying these developments is the basic desire of the residents in Clackamas County to provide maximum service to all of the people in the County by utilizing all existing resources and services.

Besides the local funding pattern, the Clackamas County libraries in their cooperative services need to turn, also, to the state and federal governments for financial support to equalize further the support of library service for all. Financial support can also be obtained from the private sector in the form of grants and should be sought for special programs to serve special needs.

Through the cooperative efforts in Clackamas County, the cities and the County should endeavor to improve those libraries which are established and to ensure that all residents have access to services through the establishment of additional outlets. The benefit to the resident is direct and apparent. A person holding a valid borrower's card at one of the libraries may borrow materials from any other library without paying a fee. This borrowing is done on a personal basis rather than on a library to library basis. The same individual borrowing should be possible over county lines with agreements for reciprocal borrowing set up between the counties. A system of individual borrowing should be

developed with bordering counties, when such is feasible, by the Clackamas County-wide Cooperative Library Services.

**Population Growth and Libraries**

The population of Clackamas County is growing at a rapid rate - the fastest growing of all of the Oregon counties. Each new resident in the County is a potential library user. A part of the resident's tax dollar will be utilized to make library service available and accessible. The librarians must continue to anticipate the needs of the present and the potential users and determine, with continuing review, the best way to meet those needs. It is necessary for the librarians in the Clackamas County-wide Cooperative Library Services to concern themselves with the delivery of service to residents as the demand exists now and as the demand for services increases in the future. It is the libraries' responsibility to make services available and accessible to all residents of the County as fairly and as equitably as possible. The librarians should seek to utilize existing opportunities and other opportunities as they develop to enable them to provide service cooperatively and to provide that cooperation effectively. Such an effort will result in the providing of effective library service to the residents at a lesser cost than would occur with each library operating individually.

**Planning for Cooperative Library Services**

The Clackamas County-wide Cooperative Library Services need to anticipate steady growth and constant change and must be prepared to adapt services to changing conditions. Library service will be affected not only by population growth in the County but by the actions of the State of Oregon and by national library program and plans as well as by technological developments and changing life patterns. Librarians and governmental bodies related to libraries have difficulty even attempting to meet the needs for library service because of ever increasing costs. Cooperative sharing of resources and

cooperative designing and implementing of services help to alleviate the problems of shrinking library budgets. The development of effective cooperation requires time to lay the groundwork to make the program effective. Planning is essential, program development with priorities must be established and improved communications, including the development of personal contacts, will assist in the effectiveness of library service.

Organizationally the cooperative services must be sure that fund management is a consideration in its programs of services and resources. Cooperation in itself does not ensure economy and effectiveness. It is only through a determination of cost benefits from effective planning that the Clackamas County-wide Cooperative Library Services can operate effectively. Program management is equally important. A Plan of Service, detailed planning of individual programs and follow-through on the implementation are requirements in cooperative service. Each library in the cooperative services is autonomous in its operation and is responsible for its own effective fund management and program management. In cooperative services, the same attention needs to be paid to the management of those services which are performed cooperatively.

All cooperative efforts should be directed toward the library user and the potential user. Universal access assists in providing convenient locations for all residents of Clackamas County to secure library service. With universal access there is the need for building on the strengths of the libraries which already exist; the need for mobile library service for those who do not have ready access to an existing library service; deposit collections in communities where there is a sufficient number of people to utilize them; and special services for special needs. Then all people will be adequately served. Recreation, education, and information are the goals of the service. All of the library service in Clackamas County is being built on existing strengths with wide participation of all types of libraries. To meet the needs of the people of Clackamas County, the planning must be flexible in its approach and developmental in its design. The implementation of that

planning will have the same flexibility and evolutionary aspects to provide quality library service in Clackamas County.

## III. A COMPREHENSIVE PLAN FOR COUNTY-WIDE COOPERATIVE LIBRARY SERVICES IN CLACKAMAS COUNTY

### The Concept of Total Library Service

The planning and implementation which is being developed in Clackamas County encompasses the concept of total library service. In this concept, the total resources of the County are utilized in library service. The cooperation among all the different types of libraries provides an advantage to the resident of Clackamas County. All resources are directly available to the user from one access point, a library facility.

Through the concept of total library service, the total needs of the individual are met. Again this can be accomplished through one access point, a library facility. Whatever the needs of the individual, the materials or information can be provided from the resources within Clackamas County supplemented by resources from outside the County through interlibrary loan or from a library with reciprocal borrowing privileges. Then the individual can have direct access to the library outside Clackamas County.

Total library service implies that the total resources of the County will be utilized to meet the total needs of all of the residents of the County. These needs may be informational, educational, cultural or recreative. The people may be pre-school children, the older citizen, the student, members of the business and industrial community, government officials or the general public - all these people can be served to their satisfaction. They may be interested in a film or they may be interested in extensive research - all resources will be available.

To accomplish total library service in Clackamas County the ability to provide all informational resources and services must be present. The resources include not only books, periodicals and newspapers but also both broad and in-depth multi-media. The services should be designed to utilize all of the resources effectively.

## The Concept of Universal Access

Universal access is established to enable the people to utilize library service easily and effectively and to secure all that they want or need. The focus of universal access is on the library user. It provides a convenience of use for all. The ultimate recipient of access to all of the libraries is the user - a student, a researcher, a member of the general public or anyone in a specialized type of work.

County-wide cooperative library services in Clackamas County enable the residents of the County to have direct access to all the libraries in the County regardless of location. Registration in one library will ensure the resident access to all other libraries. Such access carries with it, also, the privilege of returning the borrowed material to any library in Clackamas County with the assurance that it will be returned to the library where it was originally borrowed.

When reciprocal agreements are developed with libraries in adjoining counties or with other cooperative services, this privilege will be available in those libraries also. Access to all libraries in the County is a well-established concept in all of Clackamas County. There is an awareness of the need for the cooperative development of library services and making them accessible to all. There is also the recognition of the necessity for the developing of the individual libraries. Ease of access to the libraries in Clackamas County should continue to be the primary concern of the County-wide planning for the development of cooperative library services.

## The Organization of Cooperative Services

Joint action will enable the library services in Clackamas County to come up to the standards required to meet the needs of their constituencies economically and effectively. No single pattern of organization has been found to be effective among similar types of

cooperative activities. Each organizational pattern must be designed to produce the greatest effectiveness for the cooperative action taken. Required in an organization for cooperative library services are groups in its management whose members will communicate. They also need to listen, observe, interpret, plan and educate and be innovators and evaluators. Forming and maintaining cooperative library organization is not easy to accomplish. Its formation and development requires intensive work on the part of many people.

The organized groups recommended for the management of the Clackamas County-wide Cooperative Library Services are the Council of Librarians and the Citizen Policy Board. A part time Coordinator is recommended for two years to assist in the development of the cooperative services.

The Council of Librarians is made up of the head librarians from each library in Clackamas County. The head librarian should have an alternate. Each librarian will have one vote. The Council will consider the professional concerns of the cooperative services. Because each library is autonomous in Clackamas County, the Council requires by-laws on which to base its operation and should consider the development and adopting of a constitution. The Council should develop a Plan of Service for the cooperative activities. The members of the Council should agree in a written document on the cooperative actions they will undertake. The formalizing of the cooperative service plans will come as a result of careful consideration by all of the members of the Council. The Plan of Service should be submitted for approval to each governing body. A flexibility will be required for amending the Plan of Service as needed. Careful planning will avoid the standardization of any services. The Coordinator should be responsible to the Council of Librarians in the development and implementation of cooperative services. Clackamas County should act as fiscal agent for the Coordinator. To provide communication between the Council of Librarians and the Citizen Policy Board, one member of that Board should

sit on the Council as a non-voting member. The Council of Librarians should hold monthly meetings to ensure that the members are constantly in communication. The Council should meet more frequently when necessary. A brief newsletter is an excellent means of communication for the Council. An advantage of a newsletter is, to a great extent, the fact that all communication can be contained in one document rather than in a variety and quantity of materials.

The Citizen Policy Board should be made up of nine members appointed by the Clackamas County Commission. The members should be nominated for the Board by the community and by the cooperative services. A member of the Council of Librarians should sit on the Citizen Policy Board as a liaison person and a non-voting member. The recommendation for the first Board membership is as follows: City manager, two school superintendents or principals, two people who are not connected with libraries, two library board members and two elected officials. The members should be appointed for two year terms, staggered so that there will always be hold-over members. Policy Board members should be eligible for reappointment for a second two year consecutive term. The Citizen Policy Board replaces the former Library Steering Committee but does not replace any presently constituted board. The Citizen Policy Board should be concerned with policy matters related to the development and implementation of cooperative services and should recommend, review and evaluate programs for County-wide library services. The Policy Board should interpret the programs to the community. The Board should be active in securing funding for special or innovative services to be carried out on a cooperative or coordinated basis. These can be public funds or grants from the private sector. The members of the Policy Board should represent the community needs, interest and desires in the area of cooperative library services. The representation should be both demographic and geographic. The Policy Board should be active in the development of the plans for funding and services for the second library serial levy. The Citizen Policy Board will meet bi-monthly with more frequent meetings when needed.

The Coordinator should be actively involved in all of the development and implementation of cooperative services the first two years and longer if it is determined to be necessary. The Coordinator's position is described as follows:

**Education:** The Coordinator should have a library education or have had experience working with library programs on a broad basis.

**Experience:** The Coordinator should have had administrative experience and/or experience with a cooperative library service.

**Duties:**

1. The Coordinator will assist in the development of policies and procedures for the Council of Librarians and the Citizen Policy Board.
2. The Coordinator will facilitate the implementation of cooperative library programs which have been determined to have priority.
3. The Coordinator will make suggestions and present proposals concerning cooperative library services.
4. The Coordinator will attend the meetings of the Council of Librarians and the Citizen Policy Board.

**Typical Tasks:**

a. Gather information concerning circulation systems or other technical and reader services and present the findings to the Council of Librarians.

b. Develop and implement a survey to determine the reason why people use or do not use the cooperative services or specific services for the guidance of the Council of Librarians and the Citizen Policy Board.

**Personal Qualifications:** The Coordinator should have the ability to work with people in cooperative programs.

A most valuable service which can be the responsibility of a Coordinator is the analysis of interlibrary loans and interlibrary reference services on a continuing basis. Such an analysis can assist in shaping the cooperative program, in book selection and in acquisition. It can guide the use of the outside the County resources. The position of Coordinator is important in the initial development of the organization and services for the county-wide cooperation. The Council of Librarians and the Citizen Policy Board should review the need for the position at the end of two years. If the position is to be retained by the cooperative services, the two management groups should determine on what basis. The Coordinator can be housed in the Clackamas Community College and be assisted by a work-study student.

All people involved in library service programs throughout Clackamas County must be sensitive to the needs of the community for library service. Through such concerns both local and county-wide support can be maintained for library services. The cooperative services cannot stand apart from local services. Action is not isolated. The decisions made locally or cooperatively will affect both. The existence of cooperative services is proof that many people are involved - government officials, library board members, librarians and the general public.

**Planning for Cooperative Services**

The organizational and service patterns are as numerous as cooperative activities. Each cooperative group develops the pattern best suited to the present and future development of that specific cooperation. One constant factor, however, in all cooperation is planning - basic and continuous planning.

A planning goal in Clackamas County-wide Cooperative Library Services should be the realization of the equality of opportunity for library services. Problems in providing library service are not reduced, necessarily, merely through cooperation. A balance must

be maintained between the needs of cooperation for effectiveness and efficiency and the value of the individual library services for direct contact with the public. In planning, the cooperative services must be maintained without their having an adverse effect on local viability and identification.

The cooperative services will undertake only those services which can be provided more economically and effectively through cooperation than through individual action. Examples of services and resources which can be so provided are coordinated selection and acquisition; central daily delivery; interlibrary loan and interlibrary reference services; audio-visual collection development and services; public information services; coordinated displays; in-service training programs; subject specialization of libary collections; reference service; union lists.

Basic to this planning is the provision for local autonomy. Intrinsic to the planning is the provision of the extension of service from present strengths in cooperating libraries. Effective planning is essential to the achieving of quality cooperative services. The simple joining together of libraries in a cooperative service is in itself not enough. Implemented, sound cooperative planning will result in quality service.

Because library planning is a part of overall planning - state, regional and local planning will have to be taken into consideration by library planners. Overall planning which is related to area density will definitely affect library services. The population of Oregon is expected to experience explosive growth. In the year 2000 it is predicted that Oregon will have a statewide population of 3,019,900. It is projected that Oregon's growth will occur west of the Cascades, predominately in the Willamette Valley. Such population growth would mean an increase of 120,000 in Clackamas County. Many factors will play major roles in determining where the population concentrates within the County. Clackamas County grew from 86,700 in 1950 to 205,800 in 1976. The Citizen Policy Board and the Council of Librarians will take these growth and density factors into consideration when planning cooperative services.

Through effective planning the Clackamas County-wide Coopercive Library Services will evolve a program which will produce immediate results. Such planning can be accomplished without losing sight of the fact that long range plans are needed. An essential ingredient in all planning is communication. In planning service to the disparate kinds of communities which make up Clackamas County, the goal should be to provide the same high quality library service throughout. This can be done even though the type of service outlet which is best for any given area varies. Service may be provided by a bookmobile or a full-service outlet. To accomplish such service, all resources available will be utilized and all libraries in the County involved.

An assessment of the effectiveness of the Clackamas County-wide cooperative library services will be on a continuing basis. The evaluation process will be built into the planning so that the effectiveness of the service can be assessed at any time. Through such an evaluative process, programs of service can be modified, dropped, added, expanded or curtailed. The management groups in the Clackamas County-wide Cooperative Services should ensure that evaluation is built into the planning.

In long range planning, a five year plan provides an adequate base for the operation of cooperatie services. A five year plan requires that it be updated each year. The first year of the plan is detailed and the other four years have decreasing detail. Such planning should be the joint responsibility of the Council of Librarians and the Citizen Policy Board. A joint meeting or meetings will be productive in the development of the five year plan.

The Clackamas County-wide Cooperative Library Services, with sound planning, can advance at a pace in keeping with the rapid changes in Clackamas County. The pattern of service should remain flexible as future development is planned. It should also be directed toward providing a sound foundation for the future. Otherwise, cooperation can result in a group of libraries providing less than quality service. Careful planning is necessary as the libraries complement and supplement each other.

Because cooperative service should not be provided totally from within Clackamas County, the Cooperative Services should take into consideration library services from outside the County. In the planning process, the Council of Librarians and the Citizen Policy Board should communicate fully with other cooperative services and with the Oregon State Library. Inter-county, State, inter-state and national planning for libraries have a direct effect on the planning for and implementation of the Clackamas County-wide Cooperative Library Services.

**Basic Library Services and Cooperation**

In providing basic services in a cooperative library service, a question which should be asked is - do the residents of the area to be served uniformly have access to quality library services? If the answer is Yes, cooperation would not provide more effectiveness than the presently existing service. If the answer is No, as it was in Clackamas County, then a cooperative county-wide library service program will have an impact. The basic cooperative library services developed must have a flexibility which is equal to the requirements of a growing population and can adjust to constant change. Not only population growth must be taken into consideration in developing basic services but also the characteristics of the population. An important example in Clackamas County is the fact that in the 1976-77 school year, 30.9% of the Clackamas County population was of school age -school age being defined between four and 20 years of age.

Information, reference and research services should be provided cooperatively utilizing the present and future resources and services in Clackamas County. These services should extend beyond the borders of Clackamas County to other resources including the Oregon State Library, the resource libraries in Oregon and the Pacific Northwest Bibliographic Center in Seattle, Washington, and beyond.

The basis for all cooperative services are the resources and services of all libraries in Clackamas County. They are brought together into one cooperative service. Library cards are good in any library in the County. Bookmobile service will be provided throughout the communities lacking local libraries. The reference and information service is free to local library users and to rural residents. Courier service is also a part of basic service. The serial library levy is financing the services as well as the funds directed toward the support of the individual libraries by the jurisdiction providing the primary support. All types of libraries should be a part of the cooperative services. Not only will library services be improved at the cooperative level by the implementation of this plan but also at the local level with each of the libraries benefitting.

The Council of Librarians should cooperate in book selection and the selection of other materials, for those items of special cost or rarity. Each member library would decide on what it will purchase but would do so with the full knowledge of what others are buying. They should also actively cooperate in the area of acquisition of materials to prevent unnecessary duplication. The members of the Council should also discuss and be aware of the special subject collections owned by each library. A union list of subjects would be helpful as would an updated union list of periodicals and newspapers. The libraries can cooperate on the interchange of materials and story tellers for story hours. A librarian with expertise in areas to be developed can act as consultant to the cooperative services as each development takes place. Photocopying services can be widely available throughout the cooperative services. An interchange of bibliographies and booklists among the libraries will be helpful both to the libraries and the public. A Childrens Consultant and an Audio-Visual Specialist serving two or more counties would meet a well-defined need. The improved reference services, including rapid communication, strengthening book and multi-media collections, increased interlibrary loan, rapid delivery and reference referral are all basic services to be developed fully by the Clackamas

County-wide Cooperative Library Services. The referral services should include resources beyond those immediately available to the individual member libraries.

Bookmobile services can be available five out of six days each week with both Saturday and evening hours depending upon the availability of staff and the expressed need for the service. Bookmobile services are used by many people who continue on to use other library services.

Some of the present basic services are not used as they should be. Some of the non-users perceive the library only as a lender of books. Because they do not wish to borrow books, they do not use the library. Other answers in interviews indicated that some non-users believed they did not have time to use the library. Others secure reading materials from sources other than libraries. In some instances library facilities were not immediately available. These reasons are the ones most frequently given during the study concerned with why some people in Clackamas County are non-library users. The library users, themselves, had a high awareness of the many types of materials and services available. They use book loans, magazines, newspapers, recordings, films and other multi-media. Users of the library were often aware of the other services the library offered whether or not they personally used them. In the urban areas the residents in Clackamas County live near a library - some within a few blocks and some within a few miles. Most of those using libraries found them easy to use and the staff helpful. Many wished that they had longer hours; had Sunday hours; had hours which were regular and could be easily remembered. Others found the bookmobile stops too short and too infrequent. As is usually the case, the interviews showed that more women than men use the library. The parents of pre-school children, and the children themselves, found the story hours very attractive.

Because there have been some interlibrary cooperative service programs in Clackamas County, there is a tradition and a practice of cooperation among the libraries in the

County. The transition to formal cooperation should be easier than in areas where no prior cooperation has taken place. The areas with which the Cooperative Library Services should concern itself are:

1. **Organizational Structure** which provides for continuing financial support, planning, policy formulation and the necessary commitment to cooperation, operational agreement and to a statement of common purpose.
2. **Resources Development** on a cooperative basis which provides for cooperative acquisition of rare and research material and for strengthening local resources. Multi-media materials development is essential.
3. **Identification of Service Points** which includes all outlets in relation to special collections and programs as well as to geography.
4. **Identification of Primary Groups of People** which will ensure that all citizens in Clackamas County receive library service.
5. **Identification of Levels of Service** which enables basic needs as well as special needs to be met. Identified also will be referral needs and document delivery as well as information transfer.
6. **Evaluation Procedures and Criteria** which will secure from users and libraries assessments of the cooperative programs as to their effectiveness.

Interlibrary loans will continue to be an effective means of securing library materials. Because of the continued cooperation among libraries in Clackamas County, a large percentage of the library users interviewed indicated that they had wanted, some many times, materials which were not available in the library they customarily use. These people expressed satisfaction with the interlibrary loan benefits because, in most instances, they had received the material wanted in the time-frame needed. Although an exact percentage of people using interlibrary loan in Clackamas County could not be accurately obtained from the interviews, it is estimated to be much higher than the

national figure which is approximately 12%. With the Clackamas County-wide Cooperative Library Services and the statewide network development in Oregon, the degree of satisfaction with and use of interlibrary loan should increase even more.

**Staffing and Cooperative Services**

Good staffing is vital to good library service. In providing cooperative services through local outlets, the staff should continue to be close to the life of the community served. Staff members can interpret the community needs for cooperative services to the Council of Librarians and to the Citizen Policy Board. Because all library service in Clackamas County-wide Cooperative Library Services must be quality service, the planners require sufficient knowledge of communtiy needs to develop an effective plan for cooperative services. The staff is vital, also, in making the people aware of the library resources available so the resources can provide maximum service to the community. The staff can also interpret the cooperative services of the libraries to the members of the community.

The staff should be composed of librarians, paraprofessionals and clerical staff members. There is a need for paraprofessional education programs which are given, preferably, at the community college level. Parallel with the educational need is the necessity for libraries to set-up paraprofessional positions with the salary and duties comparable to the educational level required. The paraprofessional staff can free librarians for the professional work.

All staff members should have career opportunity within the jurisdiction of which the library is a part. There should be an opportunity for advancement from a beginning level in a career pattern to at least a second level. This opportunity should be provided within the library itself or within the entire jurisdiction. The staff should be a working team with quality service to the public as its total goal.

Volunteer services and community aids can be utilized effectively on a one-to-one approach when such is needed. It is important that librarians review the volunteer programs in their communities to determine whether the programs would fit into the service which the library needs to supply - also whether the library program would benefit the volunteer programs. Basic to the success of a volunteer program is prior planning. Volunteers and community aids should be assigned to meaningful work which makes the most of their talents.

A cooperative library service will be only as effective as the staff performing the services. Recruitment of staff who are capable of handling the work for which they are employed will ensure the success of a program. If capable staff is employed, all other parts of the cooperative library services will fall into place. Recruitment, employment and motivation of staff are all continuing processes. The result of the effective recruitment and motivation of staff is quality library service.

**Resources and Cooperative Services**

Because a goal of the cooperative services is to obtain maximum access to library materials, the development of resources for direct access and interlibrary loan is essential within the Clackamas County-wide Cooperative Library Services. One fact usually true is that the more books in library collections per capita, the more books that circulate per capita. The cooperative services should ensure that totally they will have a large and well selected collection of books and other media. Because of the direct access to library services by the people in Clackamas County and because of the union catalog maintained by libraries in Clackamas County, library resources should be used at a high level. Special care should be taken to ensure that each library selects according to the needs of its unique community so that the total collection will reflect the interests of all the people in the County. An effort should be made, also, to develop a total well-rounded collection.

One of the cooperative programs which should be developed by the Council of Librarians is the identification of gaps in the total resources in libraries in Clackamas County. Through such identification, an acquisition program can be developed among all the libraries to fill in the resources where needed.

The cooperative services should ensure that totally the libraries have good collections of cassette tapes and tape players which can be loaned. The collections should consist of both the spoken word and musical recordings. Also included in a collection should be disc records.

Clackamas County is unusual because it presently has bibliographic control through its union catalog. Consideration should be given to producing the Union Catalog in microfiche form. With the Oregon State Library Catalog issued in this form and with the microfiche readers available such a change should be considered.

A planned acquisition program is essential to effective cooperative services. The selection and acquisition of materials should be coordinated. Comprehensive periodical collections are vital to reference and information services. The cooperative services should place special emphasis on periodicals collection development. Many factors will affect how retrospective the collection should be. The Council of Librarians should make that decision after considering the financial and physical limitations which may prevail. The total number of periodicals countywide is impressive currently. Individual libraries, however, in several instances, need to increase their titles to be able to provide immediate service to the people. The same situation exists with multi-media and with newspapers.

Because of the excellent collection of materials available at the Marylhurst Education Center, many resources are available in Clackamas County which need not be duplicated in other libraries. Only needed duplication should be considered.

Special resources should be considered in the cooperative services to ensure the largest holdings of all materials at the lowest cost. More can then be available to the people. Not only materials can be shared but also the use of equipment to provide service to the people in Clackamas County. With adequate resources, a union catalog and a staff familiar with the methods by which materials can be secured outside Clackamas County, there will always be a positive response to questions of information or reference or for materials requested.

**Library Facilities in Cooperative Services**

A review of the library facilities indicates that they are usually located in areas which are readily accessible. Transportation is always an important factor in locating library outlets and always must be taken into consideration when new outlets are located.

The target date for a new rapid transportation system, according to Tri-Met, is 1990 as far as Clackamas County is concerned. Because Clackamas County is fast growing, it is important that there be an effective rapid transit system as far as accessibility of library services is concerned. Presently some areas, such as the Boring, Damascus, Sandy and Mt. Hood areas have no rapid transit service.

A review of the library facilities indicates, also, that within the next five years new buildings should be planned, should be constructed or new additions should be constructed. Some of the facilities are presently too small, in unappropriate space for a library, or are inaccessible to people who have difficulty with stairs and have no elevator for assistance. The Cooperative Services should review all present library buildings as far as accessibility for all people is concerned. The cities or the county have the responsibility for the funding and construction of the library facilities but a review by the Council would be helpful in future planning.

A most urgent need, countywide, is that of space. Some of the library buildings have adequate space but such a building is an exception. In many of the buildings the space is inadequate for books and periodicals. Almost all buildings are inadequate for the housing and use of multi-media materials and the necessary equipment for multi-media use. Space for people to use the facilities becomes almost non-existent in some of the libraries. There needs to be comfortable places for people to utilize the services of the library. Other important back-up spaces which are needed are offices for staff when required, staff work areas, storage space and a staff room.

The pressure of population growth and a resultant use increase is one factor which will increase the need for larger facilities and/or branch facilities. The increased space needs of a growing collection of books, multi-media and equipment is also a factor as is the changing character of a collection. Moving from a collection which is primarily print to the inclusion of non-print materials requires the provision of more space and a more suitably equipped building. The library activities should be improved over the next five years. As a result, it will be necessary to improve physical facilities now housing libraries. They should be able to accommodate materials in any format and have space to allow people to utilize them; they should have comfortable and attractive library use areas; they should be physically accessible to all people; adequate parking space should be available to those who drive to the library; street signs should be provided directing people to the library.

The development of cooperative library services in Clackamas County will have a positive effect on library facilities and should be taken into consideration as facilities are planned. As the Council of Librarians and the Citizen Policy Board develop and implement plans for coordinated acquisition of materials, there will be less pressure on each library facility to house duplicate collections. Through coordinated acquisition of materials and equipment, the pressure on each library facility is lessened. Through Interlibrary loan, the use of the

Union Catalog and other union lists developed, the resources of each library can be available to all.

In some instances planning is presently underway for new library facilities; in others there appears not to be any immediate planning. In several instances the problem is, however, of concern. The next five years are crucial ones in the development of total library service in Clackamas County. The review of the present facilities and the planning and construction of new library facilities in Clackamas County should have high priority status.

**Funding Cooperative Services**

The funding established for the Clackamas County-wide Cooperative Library Services should continue to be county-wide. The funding should be provided both in cities with public libraries and by a county-wide funding. A serial levy will continue to be necessary. Approximately 95% of the Clackamas County's general fund is utilized for state mandated services. Library services are not state mandated.

The matter of equity in support for library services should continue to be made through the Base Refund and the Equalization Grant paid to the cities with public libraries provided by city funds. The Base Refund is paid to the cities in the same amount which was paid by the residents into the library levy. The Equalization Grant should continue to be paid from the levy to cities with tax-supported public libraries. This grant enables the city public libraries to serve those residents living outside the city limits of all cities supporting public libraries. This grant is based on the per cent of out-of-city borrowers the city has of the total number of out-of-city borrowers. The out-of-city borrowers are defined as Clackamas County residents living outside the city limits of all cities supporting public libraries. If all of these borrowers outside the city limits of all cities supporting public libraries total 50,000 and a specific city has 5,000 out-of-city borrowers,

that city would receive 10% of the Equalization Grant. The amount of the total Equalization Grants equals the total library levy for the year, minus the County Library operating budget, minus the uncollectable taxes, minus the Base Refund. The amount of the library serial levy should be set at an amount that will allow the cities to be reimbursed adequately for the services to the out-of-city borrowers. This amount should be recommended by the management groups of the Clackamas County-wide Cooperative Library Services. The amount should be agreed upon by the elected officials, the city managers and the library boards before the levy measure goes on the ballot.

Through the passage of the serial library levy on May 17, 1977, the funds returned to the city libraries has increased dramatically. For example the Sandy Public Library receives about $15,000 in 1977-78 compared with $1,000 in 1976-77. These funds do not, however, provide additional funds for library services. They include the funds the city residents paid into the levy in taxes and an amount to offset the use by out-of-city borrowers. More staff, resources and services can be provided, however, than would be possible if separate services were set up for out-of-city borrowers. Better service can be given for the money spent through the combining of the services to both in-city borrowers and out-of-city borrowers.

Expanding the tax and financial base for library service does not necessarily increase its service or quality. There must be constant attention to effective planning and implementation to achieve better and more services. Cooperative services based on both city and county funding will enable the quality of service to be improved constantly. Total cooperation is required for a successful library program. Future funding in a second levy should be planned for and based on past performance and future services. Cost-justification should be provided in developing the future levies. Such cost justification and sound financial planning should precede the second library levy because Clackamas County-wide Cooperative Library Services will have had two and one-half years of operation before the amount of the second serial levy must be set.

Through cooperative activities the best use can be made of the funds available. The benefits of the adequate and equitable funding and the services provided will enable libraries to reach their goal of quality library service to the residents of Clackamas County. The state financing of local library development and services will make outside funding available to Clackamas County public libraries. The new state aid legislation will provide funding to assist library development and services as specified in the law.

**Staff Training in Cooperative Services**

The training of staff is always important. In cooperative library services it takes on new dimensions because the total service area being served by several libraries must be considered.

The Council of Librarians should be concerned with a continuing education program for library personnel. This training can be in the form of continuing education, formal programs, planning for pre-employment training or in-service training. All of these kinds of training are vital to a successful cooperative program. Workshops on special subjects are important to all staff in varying degrees. Provision should be made for staff to attend workshops and seminars. The Council of Librarians may wish to sponsor workshops for training personnel. The colleges in the County may hold workshops for library staff and/or the staff can take advantage of their present workshops. This training will provide the constant opportunity for the library staff members to improve their capabilities for the delivery of library service programs to the public. These training programs will also prepare the staff for new services when such are needed by the public.

The cooperative services can develop an internship program which will train college undergraduates in librarianship during the summer months. They would receive training on a pre-professional level. Such a program will introduce the interns into the wide range of activities which are encompassed by library service. A second type of program which

would benefit the library services and the interns who take part in it is the Western Interstate Commission for Higher Education, Resources Internship Program. The Council of Librarians can develop a project plan for studies which need to be accomplished and present the plan to WICHE for approval. A minimum amount of funding is required in the two programs. They are examples of how intern programs can be used in the cooperative services.

Continuing education is an identified need in Clackamas County at whatever level it is being considered. This education can be made available through workshops, formal courses and institutes, credit or non-credit programs, in-service training programs and personnel exchange projects. The continuing education plan should address itself to the training needs of all library personnel. The cooperative services in Clackamas County should work closely with the Oregon State Library and the Oregon Library Association in developing and participating in continuing education programs.

Workshops for library assistants, the clerical staff and the paraprofessional staff should include a program which would broaden their knowledge of the overall operation of a library as well as a knowledge of all types of libraries. Subjects which could be included are a broad view of libraries; a comparison of types of libraries; a view of public services with emphasis on current trends with the same treatment of technical services. A session on resources, including all media, and one on automation with a view of the future would be of benefit to library service.

**Public Information in Cooperative Services**

An important aspect of public relations is keeping the residents and the responsible library officials up-to-date on the entire library program in Clackamas County. Libraries are for individuals. It is not necessarily true that the public knows what the potential for a library is. The cooperative services need to reach that part of the population which does

not use libraries. Even though the product is good, if it is not used, there is little need to have it.

The Clackamas County-wide Cooperative Library Services should take advantage of local radio and television publicity to let the communities know about the services available in libraries. This kind of publicity can well be utilized in introducing new and/or expanded services such as library service to business and industry.

In some of the libraries the difficulty of small budgets results in an inability to meet user needs. The small library staff available is also a factor in providing quality library service. All in all there is a lower use made of public libraries by the adult public in Clackamas County than should be the case. The chief reason for not using the public library given by many of the residents interviewed was lack of information about the library services available. There is a need to improve the relevance of library service to the information needs of adults and programs for young adults, children, pre-school children and to those with special needs. Then a public information program should be launched to let the people know of the services available to them. The diversification of materials and the variety of programs will show the people what materials are available and that they are accessible. They should answer the specific questions of: Where are the resources and the programs? Where should I go? Whom should I ask? What can I expect?

## IV. PHASED IMPLEMENTATION IN COOPERATIVE SERVICES

The early period of the development of Clackamas County-wide Copperative Library Services is most important. Whatever decisions are made during this time must be lived with for a period of time. It may not be forever but for many days, months and years.

A suggested time table for development is as follows:

**First Year**

A. Organizational procedures for the Council of Librarians

1. Development of by-laws
2. Consideration of a constitution
3. Election of officers

B. Organizational procedures for the Citizen Policy Board appointed by the Clackamas County Commission

1. Development of by-laws
2. Consideration of a constitution
3. Election of officers

C. Services to the people in Clackamas County

1. Open the Clackamas County Library and the Johnson City Branch
2. Order the bookmobile and begin service on its arrival
3. Provide universal access in all libraries to all residents in Clackamas County
4. Begin courier service
5. Begin centralized registration
6. Review all registrations and separate the records for borrowers in Clackamas County from outside the city limits of all cities with public libraries for an easy count on May 31, 1978
7. Develop cataloging contracts

8. Provide reference and interlibrary loan service

9. Contribute to the Union Catalog, maintain it and utilize the information

D. Planning for Cooperative Services

1. Develop a needs assessment for library service in all of the Clackamas County

2. Establish priorities in relation to identified needs

3. Develop a five year plan

4. Develop a detailed Plan of Service overall for the cooperative services

The Council of Librarians and the Citizen Policy Board should be involved in this planning component.

E. Cooperative Activities to be Developed

1. Coordinated acquisition of materials

2. Update of the Union List of Periodicals

F. Development of New Services

1. Establishment of a new outlet at Damascus Square through the use of the old bookmobile

2. Service to shut-ins and people isolated for any reason - service to be given by mail.

The distribution of funds from the County to the cities will take place during the first year. This will be done by contract. The contract transferring the Base Refund will transmit the funds to offset the taxes paid by the city residents into the library serial levy. The contract transmitting the Equalization Grant to the cities will specify that it is to be used by the cities to defray the costs of materials, personnel and services rendered to out-of-city residents in Clackamas County. The Equalization Grant the first year will be based on the percentage the population of each city is to the total population of the cities supporting public libraries.

**Second Year**

A. Planning for Cooperative Services

1. Review the Plan of Service and amend as necessary
2. Update the five year Plan
3. Develop a needs assessment for library physical facilities in Clackamas County
4. Study a circulation system suitable for cooperative services

B. Cooperative Services to be Developed

1. Coordinated book selection
2. Coordinated development of multi-media resources
3. Review and development of microform holdings of newspapers and periodicals

C. Development of New Services

1. Establishment of a formal oral history program
2. Establishment of a new outlet in Wilsonville
3. Development of an ongoing program of library service to nursing homes and hospitals
4. Development of an ongoing library program of service to correctional facilities

The distribution of funds from the County to the cities will be the same as the first year except that the Equalization Grant will have a different basis. It will be based on what the per cent of the number of out-of-city borrowers in a single city is of the total number of out-of-city borrowers in all cities supporting public libraries. An out-of-city borrower is defined as a Clackamas County resident living outside the city limits of cities supporting public libraries. The basis for the count is the out-of-city registered borrower records of each city library. This number will be certified to the County by the Recorder of each city. The County will then make the computation for the distribution based on the information provided by the cities.

**Third Year**

A. Planning for Cooperative Services

1. Review the Plan of Service for updating and amending as necessary
2. Update the five year Plan
3. Develop cost justification for setting the amount of the second library serial levy - a five year levy
4. Present the amount determined to provide adequate funding to the governmental bodies in Clackamas County
5. Make final determination of the amount and place on the ballot

B. Cooperative Services to be Developed

1. Circulation system installed to improve cooperative procedures
2. Establishment of an improved library outlet at Welches
3. Books by Mail program developed to supplement other services
4. Develop reciprocal services with libraries outside Clackamas County
5. Develop network activities along with the Oregon Library network and with interstate networks as they develop

C. New Services Developed

1. Develop special collections of materials in each of the libraries throughout the cooperative services
2. Provide community/school library service in less populated and more isolated areas
3. Develop fully a quality public information program on library services

The County funds will be distributed as they were in the second year. The five year serial levy should be voted on in the third year. The proposal should be developed by the Council of Librarians and the Citizen Policy Board with the approval of the governmental bodies and the advisory boards related to libraries.

## V. SPECIAL SERVICES TO MEET SPECIAL NEEDS

The development of cooperative services requires keeping in mind that the libraries in Clackamas County cannot afford redundant services. The visibility of the program must be increased. Libraries provide one of the most basic services to a community. Transmission of knowledge for an informed electorate is a resource for the community which needs to become an active force. Public information and coordinated community involvement will bring the people in and let them have an impact on the planning process. Libraries are for all the people. Special needs must be taken into consideration and a special emphasis placed on them until such time as they become an integral part of the service. It is important in the development of special services that the potential consumer be involved in the planning of the services.

### Library Service to Business and Industry

In certain areas of Clackamas County there is a great deal of industry and in almost every community there are people who are involved in business. Special collections of resources should be developed with the help of representatives from business and industry. The librarians should determine the basic services which all will need and how and when the more sophisticated materials should be added. Included in the service should be a current awareness program so that people in business and industry will know the current trends. Research materials in many fields should be available. Once the service is developed, it is important that the business and industrial communities are aware of the services available. This can be accomplished through brochures, current information sources and visits to business and industrial communities to tell the people of the services. An evaluation of the services should be made regularly.

### Library Service to Government

Such service can be provided in a manner similar to that for service to business and industry. Each city has a government to be served as does the county. Some of the basic services provided to business and industry can be utilized in the service to government but specific materials should be added as needed by specific libraries. In this service it is important that planning be done to develop an overall program which will provide the best in services and resources to members of the government. A part of this program should be the establishment of a collection of all materials published by each individual government.

### Library Service to the Pre-school Child

Through cooperative services there can be an exchange of programs and personnel as well as materials in this program. Presently there are programs developed for pre-school children. This service will be an enlargement of the present program and will make it available through all of the libraries. This is an area of service in which volunteers can be of great assistance both in story telling and in providing special programs. The cooperation of schools and public libraries will lend another dimension to the programs.

### Library Service to the Older Citizen

The older citizen needs special services at some time. With the help of the senior citizens, library programs, services and resources should be developed fully. There are many organizations in Clackamas County concerned with the senior citizen with which libraries are now working. With committees of senior citizens as advisory groups, the programs should be assured of development in such a way that they are those needed and wanted by the older citizen. These additional programs should be developed so that all people will have library service. With the librarians participating together in the development of the services, it can be determined which programs are possible and

affordable. The service can be provided by mail, by mobile library service and by deposit collections.

### Library Service to the Deaf and the Hearing Impaired

A special service which is needed in almost any community is that of library service to the deaf and the hearing impaired. An awareness of their needs is required by libraries. This can be best acquired through working with the deaf community. If special training can be acquired by one or more libraries, this will be very helpful. Gallaudet College in Washington, D.C., the only liberal arts college for the deaf, can be helpful in setting up library programs for the deaf and the hearing impaired. In this program, multi-media will be a requirement.

### Library Service to the Blind and Visually Handicapped

While the Oregon State Library administers the federal program for library service to the blind, the visually impaired and for those who cannot hold conventional books, it is important that these people have direct access to materials through their public libraries. Such a program can be worked out with the State Library, the federal government, volunteer services and in many other ways. Oral cassettes are of particular benefit to people who have visual impairment.

### Library Service to the Handicapped

Many people with handicaps, permanent or temporary, require special services in the initial phases of serving people. Some libraries in Clackamas County are now working with the handicapped. These programs can be developed cooperatively throughout the County. There are many physical requirements which must be met by the libraries before all of the handicapped will have access to libraries. Access to the buildings and the

placing of shelves at a level where they can be used are two important considerations in providing the service. Again, working with the handicapped to help to ascertain their needs is a requirement.

**Library Service to Institutions**

Service to people who are detained for any reason should be developed by the libraries in the cooperative services. Library service to the Clackamas County Jail can be provided by libraries in the cooperative as can a deposit collection or a mobile library service at the Dammasch State Hospital in Wilsonville. The same types of service can be provided at the Workmans Rehabilitation Center in Wilsonville. The Parrott Creek Ranch and the Christie School at Marylhurst are other areas for library service.

Because library service should be accessible to everyone, all people should be served as equitably as possible. These special services are singled out for special emphasis until such time as library service becomes adapted to all people and special needs become a part of the regular library service. Public information concerning the services will remain a requirement for all times.

Special interest programs of library service which will benefit the community and be of interest to those involved should be developed. One such program is that of the establishing of an Oral History program. While the value of the program can be seen at present, it will increase in value over the years. An Oral History program set-up in one library can well serve the entire County. To be well done and effective, the program must be carried out by a person with an expertise in both the technical aspects of conducting such a program and in working with people. A record of the Oral History materials developed should be added to the Union Catalog in Clackamas County Library.

The development of art collections, both art reproductions and art books, and multi-media can be done on a cooperative basis. Many groups and individuals are interested in art from

many points of view. Cooperative purchasing and a continuing relationship with people in the field of art can develop an excellent program.

A similar special interest is reflected in poetry groups, drama groups or whatever special interest develops. Through cooperative acquisition of materials, a better total program can be developed than would be possible without coordination. These are only samples of the kinds of special programs, special interest programs and programs of acquisition which should be developed. It is essential, however, that all be tied into the public information system. It is frustrating for the public to know about the program but not have the details necessary to make use of it. Concerned and interested citizens can be most helpful in making the information about these services available.

While all of these programs can be funded eventually because they are programs for all the people, a good initial way to make the programs available is through special funding. Such a seeking of funds takes knowledge and work. The Citizen Policy Board of the Clackamas County-wide Cooperative Library Services and the Coordinator can be helpful in many aspects of securing special funding. These funds may be secured from governmental funds or through grants from private foundations or from business and industry. This type of funding is a creative as well as a practical means for funding special needs.

**Special Services to People in Special Locations**

A service can be provided that will be applicable to people in special locations regardless of the reason for their being so located. The following outline will be helpful in developing the services:

**Type of Service**

1. Policy

a. Services

b. Resources

2. Procedure

a. Materials

b. Personnel

3. Operation

a. Visits

b. Use of Materials

4. Special Activities

The services can be provided through a converted van, delivery van or bookmobile for transportation of materials. The materials should be paperback books, 8mm films and 16mm films, large print books, recordings, video tapes, magazines, posters, cassette tapes. If day-care centers are included the material should contain puppet shows and other materials primarily for children.

Activities can include film showings, discussion groups, recording sessions and reading sessions. Story telling, puppet shows, film sessions and reading groups can be utilized for the children. The personnel employed on the mobile service will be required to know how to utilize all of the materials included. Volunteers can be utilized at each of the mobile library stops. A special requirement should be that the personnel can work well with all people.

If volunteers take part in the program, it will be necessary for selected members of the staff to provide the training needed in providing special services to people. In such a service it will be important that the volunteers continue with the program for some period of time. Because this is a special service, the work must be especially well done. The people being served are removed from being able to seek out library service themselves. The service brought to them must be of the highest quality in every respect. Many

volunteers will find the work very rewarding and will be especially helpful in this special service.

## VI. FUTURE DEVELOPMENTS IN CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES

While this report sets forth guidelines for future development of library services in Clackamas County, many factors will have an influence on the future so that only guidelines can be recommended. In the plan, a partnership between city and county government exists which provides an important coordination mechanism. Coordination in this sense means that library services of the cities, county, schools, academic and special libraries fit smoothly with one another into one all-inclusive plan for library service in Clackamas County. They complement each other. Cooperation between and among the city and county governing bodies and advisory boards is required to make the cooperative services operate smoothly.

When the cooperative library services are fully developed, they can bring superior library service within the reach of every resident of Clackamas County. The great advantage of cooperative library services is the potential of developing excellence in library service to the County and the providing of universal access.

### Programs of Service

The Clackamas County community is a strong element in the development of library programs of the future. With its program for older residents, its community school activities and its collection of materials, it is a natural focus for library service. As the program of services develops, the bookmobile should be operated full time - as many hours as possible. Operating a bookmobile only part time is not cost effective because the cost of the books and vehicle are the same during the period it is not in use. A second bookmobile should be added in planning for the future funding. This bookmobile should be primarily a media-mobile and should travel in any part of the County. It can have regular runs but can also have time available for special booking. This bookmobile should be

staffed with people who know media well - how to handle it and make the most of it. The staff should also be creative in its programming and practical in its presentations.

A complete books-by-mail service can be an effective adjunct to the bookmobiles. The service would not replace mobile service but would supplement it. An attractive annotated catalog of the books available will assist in its effectiveness. Such a program can effectively be developed with other libraries in Oregon having similar programs.

Because libraries are clearing houses for ideas, the future planning is limitless. The program can:

1. Supply resources for personal, cultural and intellectual growth.
2. Support formal education from pre-school to university graduate programs.
3. Provide a resource base for all types of in-service and continuing education.
4. Sustain to a great extent the increasing complex information of business, industry and government.
5. Provide service to individuals and groups who are isolated from the mainstream of library service.

The logical prospect of positive results for the elimination of unnecessary duplication among libraries becomes a powerful incentive for future cooperative development. Sufficient freedom of action by the member libraries must be maintained to allow the provision of materials and services to its residents. It is important to match local requirements and specific needs with satisfactory service.

In the future cooperative development, the following must be maintained: a. Ability to share the purchase of expensive materials; b. Ability to share the purchase of little-used materials; c. Ability to share the use of scarce materials; d. Ability to meet the individual needs with rapid service. Some future developments, both simple and complex should be: 1: Provide more information concerning library services; 2. Keep up with

population growth; 3. Meet the needs of the community with a more active approach; 4. Provide get-acquainted tours of the library; 5. Open the libraries more hours including evening and Sunday hours; 6. Reflect popular demand so that one satisfactory experience will bring more positive results; 7. Recognize the need to serve the public satisfactorily on a continuing basis; 8. Put up street signs directing people to the library; 9. Have more copies of popular books; 10. Provide self-opening doors which are helpful to the individual carrying books; 11. Provide comfortable furniture and special reading areas; 12. Continue the development of policies and approve and date them; 13. Develop publicity with an occasional large advertisement in a newspaper describing the cooperative service and library services in Clackamas County in general; 14. Continue to spend funds on service rather than on administrative organization so that the tax dollar goes directly into services.

Other projects which should be undertaken in the future are a union catalog in book or microform of the audio-visual materials and equipment in Clackamas County. Longer and more frequent bookmobile stops are needed in Clackamas County. With the opening of new outlets and the provision of a second bookmobile, this should be possible. A constant effort should be made to secure the most effective technological system in circulation of materials, document delivery and communication. Working with other cooperative programs in the state or on an interstate basis will broaden resources available in Clackamas County.

Children's services are most important in cooperative library services. The children's librarians should be informed about the various programs for children in the community - the school and in organizations - because these programs will directly affect the children's library programs. The public librarian must be familiar with the school curriculum and understand the teaching methods of the school. Cooperative bibliographies and cooperative children's services are essential to a well planned program. There can be an

exchange in conducting a variety of library programs for children - story telling, puppet shows, craft programs.

It is essential that cooperative services have an information and communication system which is effective. The purpose of such a communication system is to make all resources, people, programs, services and informational materials readily available to the user. This will serve as a basis of strengths and development for library services in Clackamas County. Through a successful communication and delivery system, libraries of any type or size have the ability to meet the day to day requests of the people of Clackamas County. Information can be provided for business and industry, students, professional people and those doing research. Funds can be utilized from any source for this purpose.

Long range planning should include plans developed by the Interstate Planning Council which involves the areas of Clark, Cowlitz, Klickitat, Skamania and Wahkaiakum Counties of Washington State and Clackamas, Clatsop, Columbia, Hood River, Multnomah, Wasco and Washington Counties of Oregon. Such planning and implementation is important to the residents of Clackamas County because of the interlibrary communication developed resulting in improved information and delivery systems. Library service can be improved in quality through such cooperation on an inter-state basis.

To be considered, also, in long range planning is the combining of the functional activities of the Oregon City Public Library and the Clackamas County Library. These considerations would involve the identification of the required functions, the combined funding and the planning of a suitable physical facility. Because a new complex is being planned in Oregon City which includes the Oregon City Public Library, the combining of functions comes into focus at this time. The combination would result in the Oregon City-Clackamas County Public Library. Such a long range action would require the most careful planning. If well planned and implemented, the functional combination could result in economical and effective provision of library services.

In all of the future services, public information must be available to let the people know what is provided by the libraries. Such informational services would include brochures which are widely disseminated throughout the County. These brochures should describe the services, detail for whom the services are developed and how they can be used. The future development is limited, really, only by the amount of creativity available within the cooperative services. The most important consideration for the Clackamas County-wide Cooperative Library Services is to be sure that the services are effective - that it all works - that the people are receiving all that they need and want. Such a service does not sustain itself. The Clackamas County-wide Cooperative Library Services will require constant monitoring and evaluation - replanning and change. With such future development, library service in Clackamas County will achieve a high quality of effectiveness and provide a service of excellence throughout the County.

## APPENDICES

### A. COUNCIL OF LIBRARIANS

Clackamas County-wide Cooperative Library Services - as of June 1, 1977

| Librarian | Library |
|---|---|
| Phoebe Cannell | Canby High School Library |
| Lou Tipton | Canby Public Library |
| Margaret Charters | Clackamas Community College Library, Oregon City |
| Jane Putnam | Clackamas County Library, Oregon City |
| Vern Hess | Clackamas County Intermediate Education District, Marylhurst |
| Lynne Anderson | Clackamas High School Library, Milwaukie |
| Ruth Hinkle | Clackamas Public Library |
| Don Paul | Colton High School Library |
| Richard Stockman | Estacada Union High School Library |
| June Saunders | Estacada Public Library |
| Margaret Lednecky | Gladstone High School Library |
| Ruthalys McKinney | Gladstone Public Library |
| ---------- | H. C. Mason Library, Gladstone |
| Carol Hildebrand | Lake Oswego Public Library |
| Kelly Graham | Lakeridge High School Library, Lake Oswego |
| Br. John | LaSalle High School Library, Milwaukie |
| Sister Marie Streff | Marylhurst Education Center |
| Sandra Sheely | Milwaukie High School Library |
| Ruth Green | Ledding Library of Milwaukie (Milwaukie Public Library) |
| Marlene Brady | Molalla High School Library |
| Karol Ross | Molalla Public Library |

| Librarian | Library |
| --- | --- |
| Cal Middleton | Oregon City High School Library |
| Marybeth Arbuckle | Oregon City Public Library |
| Joella Checketts | Rex Putnam High School Library, Milwaukie |
| Gail Burge | Sandy Union High School Library |
| Margaret Crownover | Sandy Public Library |
| ---------- | Tektronix Library, Wilsonville (to be opened later) |
| Shirley Sanford | West Linn High School Library |
| Elaine Moles | West Linn Public Library |
| Victoria Nelson (Coordinator as of September 14, 1977) | Clackamas County-wide Cooperative Library Services, Oregon City |

B. LIBRARY STEERING COMMITTEE MEMBERSHIP - As of March 19, 1977

**Clackamas County-wide Cooperative Library Services: Interim Report.** Phyllis I. Dalton. Sacramento, California, March 30, 1977

MODERATOR
**Kelly Graham,** Librarian
Lakeridge High School

LIBRARIAN TO REPRESENT THE 3 LARGE CITIES
**Carol Hildebrand,** Librarian
Lake Oswego Public Library

GOVERNMENT OFFICIAL, ELECTED OR APPOINTED, TO REPRESENT THE 3 LARGE CITIES
**Hal Schilling**
Milwaukie City Manager

LIBRARIAN TO REPRESENT THE 6 SMALL CITIES
**Karol Ross,** Librarian
Molalla Public Library

GOVERNMENT OFFICIAL, ELECTED OR APPOINTED, TO REPRESENT THE 6 SMALL CITIES
**Paul Helton**
Sandy City Manager

CLACKAMAS COUNTY COMMISSIONER
**Robert Schumacher**
Commissioner

CLACKAMAS COUNTY LIBRARY BOARD REPRESENTATIVE
**Ronald A. Melver**
Candy, Oregon

CLACKAMAS COUNTY LIBRARY STAFF REPRESENTATIVE
**Jane Putnam**
Oregon City, Oregon

CLACKAMAS COUNTY INTERMEDIATE EDUCATION DISTRICT REPRESENTATIVE
**Vern Hess**
Marylhurst, Oregon

LIBRARIAN TO REPRESENT ACADEMIC LIBRARIES
**Margaret Charters,** Librarian
Clackamas Community College Library

SCHOOL LIBRARIAN
**Shirley Sanford,** Librarian
West Linn High School

OREGON STATE LIBRARY REPRESENTATIVE
**Peggy Oliver**
Lake Oswego, Oregon

LIBRARY USER FROM AN AREA SUPPORTING A CITY LIBRARY
**Tom Schlecht**
Oregon City, Oregon

LIBRARY USER FROM AN AREA NOT SUPPORTING A CITY LIBRARY
**Sara Wichman**
Oregon City, Oregon

LIBRARY BOARD REPRESENTATIVE - Canby
**Elizabeth Salt**

LIBRARY BOARD REPRESENTATIVE - Clackamas Area
**Bertha Muth**

LIBRARY BOARD REPRESENTATIVE - Estacada
**Marilyn Perrin**

LIBRARY BOARD REPRESENTATIVE - Gladstone
**Violet Steffen**

LIBRARY BOARD REPRESENTATIVE - Lake Oswego
**Phil Papworth**

LIBRARY BOARD REPRESENTATIVE - Milwaukie
**Esther Fuller**

LIBRARY BOARD REPRESENTATIVE - Molalla
**Margaret McMinn**

LIBRARY BOARD REPRESENTATIVE - Oregon City
**Helen Bennett**

LIBRARY BOARD REPRESENTATIVE - Sandy
**George Burg**

LIBRARY BOARD REPRESENTATIVE - West Linn
**Barbara Brainerd**

**Joy Burgess** - Chairman, Elected Officials
Milwaukie

## ABSTRACT

C. **Clackamas County-wide Cooperative Library Services: An Interim Report.** Phyllis I. Dalton. Sacramento, California. March 30, 1977

A plan for the restoration of library service in Clackamas County is developed in this interim report. The plan is concerned with the 205,800 people in Clackamas County, some of whom do not have public library service on a non-fee basis; with the restoration of those library services presently unavailable - the bookmobile, the Union Catalog of the Clackamas County Library, the interlibrary loan and the County Library branch service. The funding of these services is considered. Universal access to library service is proposed in the plan. The equalization of funds to support universal access is developed to offset the necessary service expenses for the city libraries serving non-resident populations living in Clackamas County. A review is made of current library service. The improvement of present library service and the locating of possible new community outlets of the Clackamas County Library are also considered.

The interim report considered briefly the demographic and geographic characteristics of Clackamas County and their relationship to library service. Transportation facilities are also considered. A brief analysis is concerned with non-users of libraries and with the adequacy of the former library service in meeting the needs of the people in Clackamas County.

Plans and policies are included concerning how the county-wide cooperative library service will provide access to library service by all of the people living in Clackamas County. An organization is developed to ensure continuing cooperation of all libraries and all governmental entities in Clackamas County. Special library services are briefly described. These services can be carried out cooperatively or planned cooperatively for their development by one or more libraries.

The method used in the development of this interim report includes the study of materials already available from libraries and other agencies in Clackamas County and of the State of Oregon, a special written questionnaire to libraries, a discussion of library service with individual librarians, groups of individuals, with governmental bodies and with the Library Steering Committee. Planned and random discussions with users and with non-users of libraries were held during the on-site visits to Clackamas County. All areas of the County were visited and/or representatives of specific geographic areas came to open meetings to discuss library services.

The basic recommendations in this interim report are concerned with the development of county-wide cooperative library service through contracts between the County of Clackamas and the nine individual cities with tax-supported public libraries. The refunding of the taxes paid to the library levy by residents of cities supporting public libraries is guaranteed in the Base Refund. A formula for the allocation of equalization grants to the libraries serving residents living outside the city limits is developed. The first year of the three year levy the allocation of the equalization grant will be based on population. The second and third years this grant will be based on the number of registered borrowers. An accurate count will be maintained by the city libraries of the number of non-resident borrowers. Through this means, universal access will be provided to library service to all of the people in Clackamas County.

Basic to the development of the plan for county-wide cooperative library services is the passage of a three year serial levy at the maximum of 30 cents on $1,000 of true assessed valuation. These funds will finance the Clackamas County Library Service and will allow the city libraries to be paid funds to compensate them for their extended service to the people in Clackamas County living outside the incorporated cities with tax-supported public libraries.

Cooperative county-wide library services, in this plan, include all types of libraries and their resources and services. Public, school, academic, special, institutional and resource libraries will come together to provide the best possible library services to all the people of Clackamas County. The cost of the service will be reasonable and the level of library service will be high.

## SUMMARY OF MAJOR RECOMMENDATIONS

D. **Clackamas County-wide Cooperative Library Services: Interim Report.** Phyllis I. Dalton. Sacramento, California, March 30, 1977

1. Library service should be restored in Clackamas County so that all the people in the County have access to library service on a non-fee basis.

2. The formula should be adopted which is developed in the report to make cash payments to cities with tax-supported public libraries serving non-resident population living in Clackamas County. A Base Refund should be made to these cities which will return to the cities the taxes their residents have paid into the library levy. An Equalization Grant will be made to these cities for providing library service to non-resident borrowers. This equalization grant should be based on population as that is a currently accurate figure and the second and third year on the number of non-resident registered borrowers.

3. Beginning the first of July 1977, all borrowers in public libraries should be registered on a new three year basis. This will enable the city public libraries to have an annual accurate count of the non-resident registered borrowers living in Clackamas County.

4. A three year serial levy of 30 cents on $1,000 of true cash value should be held May 24, 1977, to fund library services in Clackamas County on a cooperative basis.

5. A Clackamas County County-wide Cooperative Library Services should be developed including all types of libraries and providing library services to all of the people in Clackamas County and utilizing all of the resources and services presently established in Clackamas County.

6. The funds for the Cooperative County-wide Library Services should be distributed yearly under contracts between the county government and the cities supporting public libraries. The distribution of funds will be computed yearly utilizing the base refund of taxes and the equalization grant formula.

7. $200,000 should be provided to the Clackamas County Library annually for each of three years as its operating budget.

8. A new bookmobile should be purchased by Clackamas County as soon as the levy is passed. The bookmobile will serve primarily the area outside the incorporated cities with public libraries.

9. Universal access should be provided by means of the Clackamas County-wide Cooperative Library Services. Library services will be available on a local library card in all libraries and all borrowers will have the privilege of returning materials to any library.

10. All types of libraries should participate in the Clackamas County-wide Cooperative Library Services. Libraries will provide direct lending services and/or resource services.

11. The Clackamas County Library should provide cataloging service on a contract basis to those libraries wishing to contract for the service.

12. The appointment of a coordinator should be considered the first two years on a part time basis. The Coordinator should be responsible to the Council of Librarians. A half-time basis would be preferable to any other part time basis.

13. Two groups should be organized on a legal basis to work with the cooperative library services in the Clackamas County-wide Cooperative Library Services. These two groups should be a Council of Librarians and a Citizen Policy Board.

14. Each library working with the Cooperative Services should retain its autonomy and its present organization as far as government, library board, services and physical facilities are concerned.

E. TEXT OF: CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES: INTERIM REPORT. March 30, 1977. Phyllis I. Dalton, Library Consultant, Sacramento, California

## CLACKAMAS COUNTY CURRENT LIBRARY SERVICE

Clackamas County has a history of good quality library service through its network of city and county library services as well as those of schools and colleges in the County. The network and County Library service came to an abrupt end when Clackamas County could no longer fund library service within the 6% limit set by the Oregon State Constitution. Because library service is not mandated, the amount of funds available to library service was reduced by the County government and became insufficient to support library services. The funds to operate the Clackamas County Library services were insufficient. The funds available from the County to the city public libraries to offset the county borrowers living outside the city limits had become so reduced that only token payments could be made.

To alleviate the lack of library funding, a serial levy was placed on the ballot in the late summer of 1976. Because of the failure of that serial levy, the Clackamas County Library was closed. This action left more than 120,000 people without free access to public library service. The nine city libraries in Clackamas County continued to provide service to city residents. Some city libraries established non-resident fees for people living in Clackamas County but outside the city limits; other of the city libraries are considering the establishment of a non-resident fee but have not yet acted. The city libraries, in the fiscal year 1975-76, had almost 200,000 volumes available so that the city residents do have library resources available to them. Rural residents, people living outside the city limits, those living in incorporated cities without public libraries or with a branch of the Clackamas County Library have no tax-supported library service freely available because they are not now paying taxes for library service. Public, school and college libraries are lacking the service of the Union Catalog of the Clackamas County Library. The interlibrary loan service and the courier service are no longer available. Bookmobile service has ceased within the County. Prior to the closing of the county library services, Clackamas County public libraries expended $3.95 per capita with the State of Oregon's total summary of $5.70 per capita in 1975-76. The circulation per capita for public libraries in Clackamas County was 4.0 with a state total summary of 6.5 in 1975-76. The highest in per capita expenditure in 1975-76 in Oregon was $7.78 and the highest circulation per capita was 17.9.

Any direct effort to study the use and non-use of libraries, at this time, is obscured by the lack of library service currently available. The most pressing problem to the individual at the time of the on-site visits was the restoration of the bookmobile service and access to all public library service on a non-fee basis. The great majority of people with whom the use of library service was discussed were not critical of the past library service to any great extent - they just wanted it restored. A use study should be made after public library service has been restored and the bookmobile is again running and other services are available. Such a study can then be definitive.

Non-users were identified throughout the County. Many of the non-users were library supporters. Their non-use was based on individual reasons such as the following: no time to read; read only the newspapers and subscribe to them; have a disability which prevents the use of books; have more books at home than can be read; just never have developed the habit of using a library; physically unable to go to the library; read only in line of

work in which involved and purchase those books and periodicals needed. A definitive study of non-uses of the library which are primarily library related can be made after public library service is restored on a non-fee basis and the bookmobile service is again available.

The financing of the public library service has been provided primarily by the cities with public libraries. In 1975-76, the city public funds expended for library service in Clackamas County were $575,338. For the same year, the County funds expended for library services in Clackamas County were $202,272. Of this amount, the sum of $12,535 was paid in cash by the County to the cities to help offset the expenses of serving county borrowers not living within the city limits of cities with tax-supported public libraries. Out of the funds supporting the Clackamas County Library, the libraries in Clackamas County received services such as cataloging, bulk loans, union catalog, reference, interlibrary loan and van delivery and pick up. These services were used to varying degrees by the libraries. The three services which were utilized by all libraries were the union catalog, the interlibrary loan service and the van service. The financing of library services in the County has been inadequate for the library service needed and provided. Inequity has existed in the funding of library service with the cities providing services for which they were not adequately compensated by the County.

The physical facilities for library service in Clackamas County are, for the most part, presently adequate or in the process of becoming adequate. The Gladstone Public Library will have a new addition to its building and the Lake Oswego Public Library will have an improved facility when its present building problem is settled. The Canby Public Library definitely needs more library space; the Molalla Public Library is crowded, also. The Sandy Public Library will require future expansion as will the Milwaukie and the Oregon City public libraries. Estacada appears to have adequate space for both books and readers in its public library. The West Linn Public Library has serious problems because the stairs are a definite barrier and because the library must sometimes be closed when the facility is used for other activities. The Clackamas County Library building is presently adequate for the resources it provides and for the bookmobile service.

The people of Clackamas County, reflected in the on-site visits, want library service. There is almost no indifference to the problem. They have been accustomed to be able to use the public libraries, to have a bookmobile available and to have books on a changing deposit basis from the bookmobile or van service. These books have been utilized for recreation, for education, for resources in making a living, and for information on needs for day to day living. While the levying of taxes is not always supported by the public, most of them do realize the vast amount of information and pleasure which is available when they have tax-supported libraries. Individuals, for the most part, cannot afford to purchase books to meet their needs and desires. The average cost of a hardcover book is currently $16.32.

The library needs of Clackamas County currently can be stated briefly - access to the present and future resources of the public libraries, the bookmobile, the Clackamas County Library resources and the establishment of equitable funding of public libraries. The development of a plan and its implementation to utilize the resources of all types of libraries will help to meet these needs.

## CLACKAMAS COUNTY-WIDE CHARACTERISTICS AND LIBRARY SERVICE

Clackamas County is geographically a large and diverse County. It covers 1,893 square miles and ranges from an elevation of 55 feet to an 11,234 elevation. The terrain varies from the Willamette River, the farmlands and the cities through the foothills to the mountainous area.

The Clackamas County population is 205,900 with the majority of the people living in the west and north areas of the County. These centers of population are near the Willamette River but some of the population development is found at the foot of Mt. Hood. The eastern and southern areas of the County are less densely populated. They are rural in nature or are forested. These areas form the largest geographical section of the County.

Both the geographic and the demographic characteristics of the County have implications for library service. The nine city libraries are within the population areas. While there are some clusters of people in the eastern and southern areas, there are many individual farms and isolated residents. This area is a natural service area for a bookmobile and for community outlets for books or for deposit collections. All people can be reached through library service in Clackamas County in all geographic areas and in keeping with the amount and distribution of the population.

Clackamas County is fourth in assessed valuation in Oregon. While there are many demands on the funds available in Clackamas County, library service should be given a higher priority than it now has or had in the past. It appears that Clackamas County economically can afford to provide the best in library service. In considering the economics in relation to library service, the differing needs of the people in the County must be accommodated. To accomplish this, a serial levy will need to be supported fully and the equity of funding established. Agriculture is one of the most important industries in Clackamas County and forms a significant part of the County's economy. Industry also plays a major role in the economy of the area. The recreational resources in Clackamas County are unique and are basic to its economy. The other principal economic resource is lumbering. All of these economic resources will be basic to the funding of adequate library service in the County.

Effective transportation is vital to the providing of library service. This is especially true in Clackamas County for providing the kinds of library services needed by a diverse population. The freeway system expedites movement among the users of the city libraries. The libraries can also be easily reached by using the primary and secondary arterials. The traffic flow is often heavy but it does not really impede access to libraries. Road signs indicating the location of the public libraries such as are used for many other public facilities would be most helpful to the public.

Many of the roads outside the freeway system and the urban and suburban areas are narrow and winding. In some instances the traffic is heavy during certain times of the day and night. The terrain covered by some of the roads is rugged. These facts have direct implications for the type of bookmobile purchased. It must be a size that can be easily handled and also have enough power so that it will not hold up traffic in the foothills and in the mountainous areas. Because of the wet climate, it must be water-tight; because of the winds, it must be stable and because of the adverse road conditions in the winter, it must be built to accommodate to them. Improvements in transportation are planned for Clackamas County. While mass transit is being studied, it appears it will not be implemented in the near future.

The governmental structure in Clackamas County is excellent for the development of cooperative library services. Cooperation of a formal nature can be developed easily among the incorporated city governments, the County government, the school districts, the Community College District and the Intermediate Education District. The private special, school and college administrations work well with the governmental entities as far as library service is concerned.

## TYPES OF LIBRARY SERVICE IN CLACKAMAS COUNTY

The libraries in Clackamas County are geographically well distributed. The entire County is covered. The nine public libraries are located in the centers of population. This population lives both within and without the city limits.

School library service is a part of each school in Clackamas County. The size and quality of the service varies but there is interest in library service in the school population of Clackamas County. In many instances the school libraries have moved into media of many types and can share with other libraries in a cooperative library service.

The Clackamas Community College is one of the newer community colleges. Its media center is a most important resource in Clackamas County. The Shoen Library at Marylhurst Education Center, funded through Marylhurst and federal grants, has 98,000 titles. The Library lends about 500 books per month, some of which are on interlibrary loan. Local high school students use the reference room in addition to the lending of materials. This library is unique to Clackamas County.

A special library which has unique material available to the public is that of the H. C. Mason & Associates, Inc. in Gladstone. Among the subjects covered in this library are forestry, wood products conversion, silviculture, environment, energy, economics and corporate management. Among the materials are exceilent books on the various kinds of wood. Tektronix is now located in Wilsonville. There is a possibility that the plant in Wilsonville will have a library as well as the one presently in Beaverton in Washington County. The LaSalle High School, located near Milwaukie, is a non-public school which has both given and received benefits from interlibrary cooperation and would continue to do so under the Clackamas County-wide Cooperative Library Services. The Dammasch State Hospital, Wilsonville, is an institutional library which has been a part of the Clackamas County network and would benefit under the Cooperative Services plan.

The Clackamas County Library provided public library service through a bookmobile service, a small branch and deposit collections in areas where there are enough people to use a collection of books between bookmobile stops. It has served libraries in the County through its resources and services, also.

## THE DEVELOPMENTAL PLAN FOR CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES

The purpose of the cooperative library services is to ensure universal access to library service throughout Clackamas County. The ability of each resident of Clackamas County to borrow any library materials from any public library outlet and to return the material to any library outlet is a part of the Services. The total library resources of Clackamas County will be available to the individual and the total needs of the individual will be met through these resources. Each library will retain its autonomy. The funding will be equitable to all residents of the County. All libraries will work in cooperation to achieve the universality of library service on a non-fee basis.

The Clackamas County-wide Cooperative Library Services will be built upon the library resources which already exist in Clackamas County. The plan is to put the funds provided by the levy into the financing of the library service directly into services rather than into the purchase of land or into the building of facilities. The Clackamas County Library will provide direct library service to the individual through the bookmobile service, the Johnson City branch and the deposit collections provided in areas where there is need for the books between bookmobile stops and an individual or individuals are available to be responsible for the books. Also, Clackamas County will provide direct library service to the public through the nine city libraries. This is accomplished through cash payments to these libraries by Clackamas County to enable them to serve all borrowers regardless of where they live in Clackamas County. All the books, other than reference materials, now owned by the Clackamas County Library will be available to the people directly through these many outlets rather than be unavailable because the Clackamas County Library itself will not be open to the public for direct walk-in service. The library will serve as a resource to the other libraries in Clackamas County.

The collection of the Clackamas County Library will consist of books to be used on the bookmobile, in the Johnson City Branch and in the deposit collections. These books will be constantly circulated, weeded for the material no longer of value and added to through new purchases. The bookmobile will be in operation four out of five days per week. Consideration in developing the schedule will be given to Saturday and evening hours for those who cannot come to the bookmobile on other days or times. The toy collection presently in the Clackamas County Library should be removed from the collection and utilized by another agency, group or organization as effectively as possible. Bulk loans of books will be discontinued but deposit collections should be continued and developed. Community outlets such as Damascus Square, Welches and Wilsonville should be established. This should be done as soon as feasible and with the help of those communities. The presently owned bookmobile should be utilized as a community outlet at Damascus Square. A County owned building should be utilized for Welches and plans should be developed with Wilsonville to utilize a building which may be available there. The reference and periodicals collections should continue to be developed. The Oregon State Documents collection should continue to be developed because Clackamas County Library is a depository library. Clackamas County Library should develop, also, a collection of Clackamas County publications. Centralized registration should be continued at the Clackamas County Library. The Clackamas County Library will not be open to direct walk-in public service. It is recommended that the County Librarian have the responsibility for Public Services: Bookmobile, community outlets, deposit stations and centralized registration. This is in addition to the responsibility for Administration. It is recommended, also, that the Assistant Librarian have the responsibility for Technical Services: Cataloging, Union Catalog, reference, interlibrary loan, acquisitions and courier services. Both should have book selection responsibility.

Each city library's resources will be available for public use. The cities will be compensated in cash and in services for serving out-of-city borrowers who live in Clackamas County. Library services to all people in the County will be improved by the services provided to libraries by the Clackamas County Library. Each city will remain autonomous in the governing of its tax-supported public library but each will be a part of the Clackamas County-wide Cooperative Library Services in a formal plan. The non-public libraries will cooperate in providing services and in receiving benefits. One specific area in which schools can be of great benefit to the Cooperative Services is in the area of audio-visual materials and equipment. The Intermediate Education District can assist through centralized purchasing of audio-visual equipment. School librarians and media specialists can also give advice on the audio-visual materials most needed as well as making them available for use where such is possible. The academic libraries have materials which are not available elsewhere in the County as do the special libraries in Clackamas County.

The public libraries will provide library service on a walk-in non-fee basis to all people living in Clackamas County. Material can be borrowed from any of the public libraries on a library card issued by any library and the material returned to any library. The public libraries will supplement each other and other libraries in the Cooperative Services on a planned basis. It is recommended that public libraries develop their collections in response to need and in keeping with a well-rounded collection, rather than developing special subject collections on subjects determined by the group. Preventing unnecessary duplication of data among public libraries, also as with all libraries, is one of the benefits to be gained from the Cooperative Services. Through such planning, the money in the County available for library services will be well spent and more resources will be available for the funds invested in library service. Some duplication will need to exist, however, because some books must be immediately available in all libraries. Cooperative discussions and the Union Catalog will handle this selection of materials well. The present centralized registration should continue but the libraries should cooperatively search for a better system. Libraries are constantly searching for a better circulation system and circulation systems are constantly improving.

The Clackamas County Library will provide resource services to all of the libraries in the County-wide Cooperative Library Services. The van service will be a communications and a delivery service. This service should be tied in with the Intermediate Education District courier schedule. This schedule should be developed on a cooperative basis to ensure that all libraries receive courier service when that service is needed. The effectiveness of the schedule will be constantly monitored and revised to provide the best communication and delivery service at the lowest cost.

One of the most valuable services of the Clackamas County Library is the unique Union Catalog. Its maintenance and service enable libraries to locate and secure materials which would otherwise not be possible. Through the union catalog listing, interlibrary loan and the courier service, unnecessary duplication is reduced to a minimum and the resources are extended county-wide. All of the libraries provide reference service in addition to the circulation of materials. The Clackamas County Library will provide reference and information service to the libraries to supplement that of the libraries in Clackamas County. The books supporting this reference service will have to be selected carefully in relation to the other reference books available in the County. A study will be made of a year of Clackamas County requests to the Oregon State Library before the comprehensive report is written on the library study. This study of the requests will ascertain the kinds of materials which are needed in Clackamas County in addition to present resources during one period of time. This should be helpful for future purchasing and sharing of materials.

Because books can now be purchased commercially cataloged at a rate as low as 79 cents for the cataloging, it is recommended that the Clackamas County Library not provide cataloging service as one of its uniform services. It is not possible for Clackamas County Library to compete with this price. Some titles cannot, however, be purchased commercially cataloged. These titles can be cataloged at the Clackamas County Library. The County Library should provide the availability of a cataloging service on a contract basis to all libraries in the County-wide Cooperative Library Services. The price should be as follows: a. Cataloging information plus one typed main entry card - $1.25 per title. b. Catalog information plus one set of typed cards - $1.50 per title. The books purchased by the Clackamas County Library will also be cataloged by the least expensive method - commercial cataloging when available and County Library cataloging when not available. The turn-around time for County Library cataloging of new books should be rapid. A 24 hour turn-around time is recommended. A "memory" typewriter should be purchased or

leased, whichever is the most economical. Such a typewriter will enable the typing to be done quickly and efficiently. Gift books will need to be handled in a different manner. The decisions on how to handle gift books should be made cooperatively.

In the comprehensive report a sample of a Plan of Service will be developed. Through the adapting of this Plan of Service for the Clackamas County-wide Cooperative Library Services, the libraries can agree cooperatively in a written document what their plans for service will be. This will formalize the plans for service but with the ability of amending and changing the plan as needed. It will formalize the Service but it will not standardize any services.

The organization for Cooperative Services should be simple, effective and set up on a legal basis. Within the Cooperative Services each library will remain autonomous as far as its organization, governance, services and physical facilities are concerned. Each library will act cooperatively as far as the extending of library service is concerned. The Clackamas County-wide Cooperative Library Services organization will be developed as follows:

1. A Council of Librarians will be formed - one librarian from each library - the head librarian with an alternate will make up the Council. Each librarian will have one vote. The Council will consider all professional matters relating to the Cooperative Services. The Council will be established by legal action and will develop by-laws under which it will operate. The Council will develop and adopt a Plan of Service for the Clackamas County-wide Cooperative Library Services. The Coordinator will be responsible to the Council of Librarians. One member of the Citizen Policy Board will sit on the Council of Librarians as a liaison person and as a non-voting member. This will provide for interlocking groups in the Cooperative Services.

2. A Citizen Policy Board (9 members) will be appointed by the Clackamas County Commissioners. These members will be nominated for the Board by the community and the Cooperative Services. The Board will be legally established and will develop by-laws for its operation. A member of the Council of Librarians will sit on this board as a liaison person and non-voting member. It is recommended that the make-up of the first Board be as follows: City Manager, two school superintendents or principals, two people who are not connected with libraries, two library board members, two elected officials. The members will be appointed for two year terms, staggered so that there will always be hold-over members. This Citizen Policy Board will replace the present Library Steering Committee and resemble that Committee in make up and responsibility. This Board will not replace any presently constituted library board. It will be concerned with policy matters related to cooperative services only.

3. A part time Coordinator should be appointed for the first two years to carry out the work of the cooperative organization. A half-time position is recommended. A librarian is preferred for Coordinator. Administrative experience will be an asset as well as experience in a cooperative library service. The Coordinator will need to be a person who can work cooperatively with people and who is an experienced librarian. This is an important position in the beginning of Cooperative Library Services during the time policies and procedures for cooperative services are being developed and implemented. At the end of two years, the need for the position should be reviewed by the Council of Librarians and the Citizen Policy Board to determine whether this position should be continued and on what basis.

The Clackamas County-wide Cooperative Library Services will be funded initially by a three-year serial levy. The date set for the special election on the serial levy is Tuesday, May 24, 1977, with the beginning date of the service July 1, 1977. A second date, June 28, 1977, should also be set should the levy fail on the first attempt. The levy amount is 30 cents on $1,000 of assessed valuation. This will raise $917,964 for each of three years. 15% will be deducted for uncollectable taxes making the amount of funds available for each of three years $780,269. Because the assessed valuation increases by about 9% each year, the tax rate will be less than 30 cents in the second year and lower the last year than the second. It is estimated that the tax rate in 1978-79 will be 27.5 cents on $1,000 of assessed valuation and in 1979-80 will be 25.2 cents on $1,000 of assessed valuation.

$200,000 will be utilized for the funding of the Clackamas County Library. The first year the County Library will purchase a new bookmobile. For the first two years, the County Library will include the part time Coordinator in its budget.

County funds raised by the levy will be paid to the cities with tax-supported public libraries to offset the expenses incurred in the serving of borrowers living in Clackamas County but outside the city limits of any of the nine city libraries. The County funds will be paid to the cities under a standard contract. The formula for payment which will be utilized is the following:

A. **Base Refund** - The actual amount which the residents of cities supporting public libraries pay into the levy through taxation. This is the guaranteed amount the cities will receive back from the levy as a Base Refund.

B. **Equalization Grant** - The amount given to cities with tax-supported public libraries from the levy to help in offsetting their costs for providing library service to residents of Clackamas County living outside the city limits of these cities.

The data base for the Equalization Grant for the first year will be population. This grant will be distributed according to the percentage the population of the city is to the total population of the cities supporting public libraries. The second and third year the data base will be the total number of out-of-city borrowers in Clackamas County registered in the nine public libraries. The total Equalization Grant will be distributed according to the percentage of the number of Clackamas County out-of-city registered borrowers in the city is to the total number of Clackamas County out-of-city borrowers registered in the nine public libraries.

The population data base is utilized for the Equalization Grant the first year because there is currently no accurate count of the Clackamas County out-of-city registered borrowers. The first year the Clackamas County Auditor's Office will make the automatic distribution of funds from the levy based on the first year's formula. The amount to be distributed will be the total amount raised by the serial levy minus 15% in uncollectable taxes minus $200,000 for the Clackamas County Library Budget and minus the Base Refund to the cities. A copy of the total distribution of the levy funds paid to the cities will be sent to all cities with tax-supported public libraries. A contract will then be drawn up and signed for the transmittal of the funds. The contracts will be between Clackamas County and each city. The Base Refund and the Equalization Grant will not be a part of the County Library Budget but will be handled by the Clackamas County Auditor's Office.

The nine public libraries, starting July 1, 1977, will begin a new three year registration of all borrowers. Some discussion and agreement may be necessary to ensure uniform procedures for borrowers' registration such as the age at which a child is issued a

borrowers card. The Clackamas County out-of-city resident alphabetical record will be filed separately from other alphabetical records in the nine public libraries. This will enable the count of borrowers to be fast and accurate. The number of Clackamas County out-of-city borrowers will be filed with the Clackamas County Auditor's Office by each city the first week in June with the count taken as of May 31st of each year. The number will be certified to the County Auditor's Office by the City Recorder of each of the nine cities. The formula will be applied to the available funds for the Equalization Grants by the County Auditor's Office. A copy of the total distribution of the funds under Refunds and Grants will be sent to each city with tax-supported public libraries. A contract will then be signed between the County and each city for the transmittal of the funds. All funds raised by the library levy must be used for library purposes. It will be necessary for each library to keep its out-of-city borrowers living in Clackamas County records current to avoid error in the count for the third year Equalization Grant allocation. The three year serial levy is based on the present assessed valuation in Clackamas County of $3,059,880,150. The taxes paid into the library by the incorporated cities supporting public libraries will be $287,042.

**Summary:**

| | |
|---|---|
| $917,964 | received from the three year library serial levy at a maximum tax rate of 30 cents on $1,000 assessed valuation. |
| $780,257 | actually available because of 15% uncollectable taxes. |
| $200,000 | Clackamas County Library Budget |
| 287,042 | Base Refund to cities with city supported public libraries. |
| 293,227 | Equalization Grant to cities with tax-supported public libraries. |
| $780,269 | Total amount available from the three year serial levy for each of three years. |

Clackamas County will be the fiscal agent.

The serial levy will cost $9.00 for a resident of Clackamas County owning a $30,000 house. This is less than the cost of one hardcover book per family per year. The next serial levy should be for five years so that library service programs can be planned farther in advance. The amount of the five year levy should be decided cooperatively by the cities and the County and should be based on the experience of the first three years.

There are no legislative implications in this proposal at this time. The cooperative library services as developed are provided for by law in ORS Chapter 157. Senate Bill 23, now in the Oregon State Legislature, will, on passage, be of benefit to Clackamas County libraries. This bill establishes financial assistance programs to provide public library services. In the Clackamas County-wide Cooperative Library Services the strengthening of one type of library provides for the strengthening of all library service.

## DEVELOPMENT OF SERVICES TO MEET SPECIAL NEEDS

Each librarian knows best the library service to be provided and the special needs of the community served by that library. The majority of the special library service programs should be developed cooperatively by the Council of Librarians because many of the needs they serve are common to all library communities.

A fully developed program of Books-by-mail is not recommended at this time. All of the residents of Clackamas County can be reached by means of the Cooperative Plan as outlined in this interim report. There are some special programs of service which will ensure that every person in Clackamas County has access to library service. One of these programs is **Service to Shut-ins.** There are many ways to provide these services to those who are permanently or temporarily unable to utilize any of the library services available. Because this is a county-wide problem, it should be planned by the Council of Librarians and be implemented as they determine and as is appropriate in each instance. The same is true of library services to **Senior Citizens.** Many of these programs are already underway successfully in Clackamas County and in cooperation with other organizations and agencies with the same interests. Many effective programs which had to be dropped with the closing of the Clackamas County Library will only need to be reinstated after the passage of the serial levy. These programs, for the most part, only need to be reviewed to ensure that all communities are receiving these needed services.

Library service to the **Pre-school Children** will ensure that people of all ages receive library services. These services should be planned by the Council of Librarians because both school and public libraries need to cooperate closely on this particular service. The audio-visual materials available in the schools are especially valuable in the library program for pre-school children.

A strong program of library service to **Business and Industry** should be developed cooperatively. Many of these materials are expensive so cooperative selection and acquisition of materials will help to reduce the cost of the program. In this way, more material will be available in Clackamas County for business and industry for less cost than would otherwise be possible. This program of service should be developed in close cooperation with representatives from business and industry. Those libraries which are located in business and industrial areas will need very effective collections of materials and services.

Library service to the **Handicapped Individual** should be developed cooperatively also. Some library services are presently accessible to some handicapped persons in Clackamas County. This is a service which should be planned by the Council of Librarians in cooperation with representatives of organizations for the handicapped person. The White House Conference for the Physically Handicapped to be held in Washington, D.C. in May, 1977, will provide assistance in this area of service.

Library service to the **Institutionalized** can well be a part of the Clackamas County Library Service. The Dammasch State Hospital was formerly included in the library service in Clackamas County and should be again. The program of library service to the county jail detainees can well be a part of the bookmobile and/or deposit service of the Clackamas County Library. Oregon has moved ahead among the fifty states in developing guidelines for library service to jails. Ongoing programs of library service to jails are in operation in Oregon and in several areas in other states.

Library service to the **Deaf and the Hearing Impaired** is just beginning to be developed nationwide. This program should be planned by the Council of Librarians in cooperation with representatives of organizations for the deaf and the hearing impaired. Some excellent pilot programs have been developed in the several states so that there are resources and models which can be utilized in developing a program of service to the deaf and the hearing impaired on a cooperative basis.

Library service to the **Blind and the Visually Handicapped** and to those who cannot utilize conventional books is presently available through the Library of Congress and the State. Many public libraries in Clackamas County have large print books on loan from the Oregon State Library available to their borrowers. The Council of Librarians should review the programs in Clackamas County to see that all are reached who have a need for the service.

In some areas of Clackamas County, especially in the less populated areas, **Community/ School Library Service** can be developed for effective service. The Council of Librarians should review the needs in the County for the development of such service. Some programs have already been developed in varying degrees in Clackamas County.

**Special Collections and Services** should be explored by the Council of Librarians on a regular basis. In many instances the Council may wish to consult with the Citizen Policy Board in the development of these special collections and services. One special collection which should be developed by each library is concerned with the local history of the community in which the library is located. This program should be carried out in cooperation with historical societies or other groups interested in the history of the community.

It is recommended that the Council of Librarians develop a program as soon as possible for **Oral History.** This program should be developed, also, in cooperation with historical societies or groups interested in the history of Clackamas County. Clackamas County is especially rich in history and it should be preserved and made available to the people. Much that is known by individuals of the history in Clackamas County will never be written down but a good oral history program can be a strong factor in preserving the present and the near past for the future.

To assist in the funding of the suggested programs and other special services which may be developed, the Council of Librarians, along with the Citizen Policy Board, should explore the possibility of special grant funds. Through private foundations and public grant programs, funds can be acquired for special library service programs. The Coordinator will be helpful also in this search and in the development of proposals for programs of service.

## PROPOSED IMPLEMENTATION PLAN FOR CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES

The implementation of the plan for Clackamas County-wide Cooperative Library Services begins with the passage of the three year serial levy on May 24, 1977. The levy will make funds available for the implementation of the plan for services. The services will then begin on July 1, 1977. The $200,000 for the Clackamas County Library Service will become a part of the Clackamas County Budget. The Base Refund will be determined. The Equalization Grant formula for the first year will be applied to the remaining funds. Contracts will be developed for the purpose of paying the base refund and the equalization grant by the County to the nine cities with tax-supported public libraries.

The nominations will be made ot the County Commissioners for the membership on the nine member Citizen Policy Board. The Citizen Policy Board will develop by-laws to guide its operation. The Council of Librarians will be organized with the head librarian of each library a member and with an alternate. Each member will have one vote. The Council will develop by-laws for its operation.

Universal access to library service will begin on July 1, 1977. The purchase of a new bookmobile will be made as soon as the levy passes. This should be done immediately because several months may elapse between the time of purchase and the delivery of the bookmobile. This purchase should be expedited by the County, itself, and by the company from which the bookmobile is purchased because of the critical need for this service in Clackamas County. The Union Catalog service and the interlibrary loan service will begin on July 1, 1977. The Courier service will begin on July 1, also; this service can be implemented immediately because the van is already available for the service as it was formerly provided by the Clackamas County Library.

A new registration of borrowers will be made by each of the city libraries beginning July 1, 1977, so that an accurate count can be available for the out-of-city borrowers in Clackamas County in each of the nine city public libraries. The count from this registration will be utilized for the Equalization Grant in the second and third years of the serial levy.

Consideration should be given to the development of one community outlet during the first year. The bookmobile presently owned by the Clackamas County Library can be utilized as the first community outlet to be developed. The establishing of new community outlets should be considered during the second and third years. The Clackamas County Library should work with the communities which can be helpful in establishing community outlets and set them up as soon as possible where the need is identified as necessary.

A five year serial levy passage at the end of three years should be planned at the first of the third year of the three year levy. Special services and collections for the Cooperative Library Services should be developed by the Council of Librarians during the three year period, and be implemented. Individual libraries should make their facilities physically accessible to all people, if they are not now so accessible, during this three year period.

The anticipated results of the development of the Clackamas County-wide Cooperative Library Services are positive. All people will be reached by library service. Any person not now having access to public library service for any reason will have services available. Many people who were prior users will again use the services. In addition, more people will utilize library service because of the publicity which has been given to it during the recent difficulties with library service. The resources provided will be at a higher level of service for the amount of money expended because of the Cooperative Services which will be provided. As new services are developed, present library services reviewed, and as more cooperation takes place among libraries, Clackamas County will have one of the best library services available on a County-wide basis that is available to people anywhere.

## COMPILATION OF DISTRIBUTION OF BASE REFUND AND EQUALIZATION GRANTS TO CITIES WITH PUBLIC LIBRARIES THE FIRST YEAR OF THE THREE YEAR LEVY

**CANBY**

| | |
|---|---|
| Base Refund | $ 16,082 |
| Equalization Grant | 21,083 |
| Total County Funds in Cash: | $ 37,165 |

**ESTACADA**

| | |
|---|---|
| Base Refund | $ 3,804 |
| Equalization Grant | 6,246 |
| Total County Funds in Cash: | $ 10,050 |

**GLADSTONE**

| | |
|---|---|
| Base Refund | $ 22,900 |
| Equalization Grant | 30,290 |
| Total County Funds in Cash: | $ 53,190 |

**LAKE OSWEGO**

| | |
|---|---|
| Base Refund | $ 87,291 |
| Equalization Grant | 71,899 |
| Total County Funds in Cash: | $159,190 |

**MILWAUKIE**

| | |
|---|---|
| Base Refund | $ 59,640 |
| Equalization Grant | 63,132 |
| Total County Funds in Cash: | $122,772 |

**MOLALLA**

| | |
|---|---|
| Base Refund | $ 8,379 |
| Equalization Grant | 10,146 |
| Total County Funds in Cash: | $ 18,525 |

**OREGON CITY**

| | |
|---|---|
| Base Refund | $ 49,350 |
| Equalization Grant | 48,529 |
| Total County Funds in Cash: | $ 97,879 |

**SANDY**

| | |
|---|---|
| Base Refund | $ 6,752 |
| Equalization Grant | 7,976 |
| Total County Funds in Cash: | $ 14,728 |

## WEST LINN

| | |
|---|---|
| Base Refund | $ 32,844 |
| Equalization Grant | 33,926 |
| Total County Funds in Cash: | $ 66,770 |

## CLACKAMAS COUNTY LIBRARY ESTIMATED BUDGET - THREE YEAR SERIAL LEVY

| | 1977-78 | 1978-79 | 1979-80 |
|---|---|---|---|
| **Bookmobile Library Service** | | | |
| Bookmobile purchase | $ 30,000 | $ 0 | $ 0 |
| Library materials | 12,000 | 13,000 | 14,000 |
| Personnel (salary and fringes) | | | |
| Driver | 10,500 | 11,500 | 12,500 |
| Library Assistant | 9,000 | 10,200 | 11,500 |
| Operating Costs | 8,000 | 9,000 | 10,000 |
| | $ 69,500 | $ 43,700 | $ 48,000 |
| **Courier Service** | | | |
| Personnel (salary and fringes) | | | |
| Driver | $ 8,500 | $ 9,500 | $ 10,500 |
| Operating Costs | 3,000 | 3,500 | 4,000 |
| | $ 11,500 | $ 13,000 | $ 14,500 |
| **Reference and Information Service** | | | |
| Personnel (salary and fringes) | | | |
| Librarian-1/2 time | $ 8,500 | $ 9,000 | $ 9,500 |
| Periodicals | 3,000 | 3,500 | 4,000 |
| Reference Materials | 4,000 | 5,000 | 6,000 |
| | $ 15,500 | $ 17,500 | $ 19,500 |
| **Interlibrary Loan** | | | |
| Personnel (salary and fringes) | | | |
| Interlibrary Loan and Reference Assistant | $ 10,500 | $ 11,500 | $ 12,500 |
| Supplies | 1,000 | 1,500 | 2,000 |
| | $ 11,500 | $ 13,000 | $ 14,500 |

| | 1977-78 | 1978-79 | 1979-80 |
|---|---|---|---|
| **Cataloging and Acquisition** | | | |
| Personnel (salary and fringes) | | | |
| Librarian-1/2 time | $ 8,500 | $ 9,000 | $ 9,500 |
| Library Assistant | 8,500 | 9,500 | 10,500 |
| Supplies and Equipment Rental | 3,000 | 3,600 | 3,900 |
| | $ 20,000 | $ 22,100 | $ 23,900 |
| **County Librarian** | | | |
| Personnel (salary and fringes) | $ 18,500 | $ 19,500 | $ 20,500 |
| Administration<br>Bookmobile Service<br>Branch and Community Outlets<br>Centralized Registration<br>Book Selection | | | |
| **Assistant Librarian** | | | |
| Personnel (salary and fringes) (already included under Reference and Cataloging) | ($ 17,000) | ($ 18,000) | ($ 19,000) |
| Reference and Information<br>Cataloging and Acquisition<br>Union Catalog<br>Interlibrary Loan<br>Courier Service<br>Book Selection | | | |
| Typists 2 | $ 15,000 | $ 16,000 | $ 17,000 |
| Operating Expenses | $ 23,300 | $ 26,000 | $ 29,500 |
| Equipment | $ 1,000 | $ 1,500 | $ 2,000 |
| Temporary Help | $ 7,000 | $ 8,000 | $ 9,000 |
| Coordinator-1/2 time | $ 7,200 | $ 8,200 | $ 0 |
| Total Expenses | $200,000 | $188,500 | $198,400 |

**The funds** available to carry over from the first year to the second year are: $17,770

**The funds** available to carry over from the second to the third year are: $11,500

**The funds** available in the Third year are: $1,600

**Cataloging under contract** - $8,000 - (estimated for each of three years returned to Clackamas County Library)

**Funds** will be available from salary savings in the first year and perhaps in the second and third years.

**Funds** available from the above sources should be utilized for the establishing of community outlets - one each year.

## SAMPLE CONTRACT FOR BASE REFUND AND EQUALIZATION GRANT

This Contract is entered into and effective the _____ (day and date) by and between Clackamas County and _____ (name of city).

Whereas Clackamas County has determined that cooperative library service is in the public interest and finds that library service can be provided economically and effectively through contract for part of that service with an established library facility:

Whereas _____ (name of city) is willing and able to provide library service to Clackamas County residents living outside the city limits of said city on a non-fee basis as hereinafter set forth:

Now, therefore, in consideration of the mutual promises of the parties hereto and by virtue of the authority granted by the provisions of Chapter 357 of the Oregon Revised Statutes, it is mutually agreed as follows:

1. This contract shall commence _____ (date) and shall terminate on _____ (date).

2. It is expressly understood and agreed by the parties hereto that said parties shall perform all lawful acts necessary to accrue to the mutual benefits of cooperative library service.

3. Clackamas County herewith agrees to pay to _____ (name of city), the sum of _____ (amount) as a Base Refund of the actual amount of the taxes paid by the city residents of _____ (name of city) into the library levy through taxation.

4. Clackamas County agrees to pay the sum _____ (amount) as an Equalization Grant to be used by _____ (name of city) in defraying costs of materials, personnel and services rendered to out-of-city residents in Clackamas County.

5. This allocation of funds has been made by Clackamas County under this agreement in accordance with the formula agreed upon by Clackamas County and the Nine Cities providing the services prior to the passage of the serial levy.

6. _____ (name of city) herewith agrees to expend the entire library fund paid under this agreement in accordance with the purpose for which it was levied.

7. Should either party hereto breach the terms of the agreement, the exclusive right of the other party shall be the right to cancellation of this contract effective upon 100 days after written notice to the other party, with payment of funds to be made pro-rated to the termination date.

_____
(Clackamas County

By _____
(Commissioners)

_____
(Name of City)

By _____
(Name of City Official or Officials)

## SAMPLE CONTRACT FOR COUNTY LIBRARY CATALOGING SERVICES

_____ (name of library) agrees to send between _____ (number) and _____ (number) of titles to the Clackamas County Library for cataloging during the fiscal year _____. It is estimated that _____ (percent) will require one main entry card and _____ (percent) will require a full set of cards.

_____ (name of library) further agrees to pay $1.25 per title for cataloging and one main entry card and $1.50 per title for cataloging and one set of cards. Payment will be made quarterly upon a statement issued by Clackamas County to _____ (name of library) for the quarterly amount due for services provided.

Clackamas County Library agrees to perform this service in a time period of not less than 24 hours and not more than three days.

Signed _____
(Contracting Library Representative)

Signed _____
(Clackamas County Library Representative)

Date _____

## F. REVISED CLACKAMAS COUNTY ESTIMATED BUDGET - SUMMARY, 1977-78

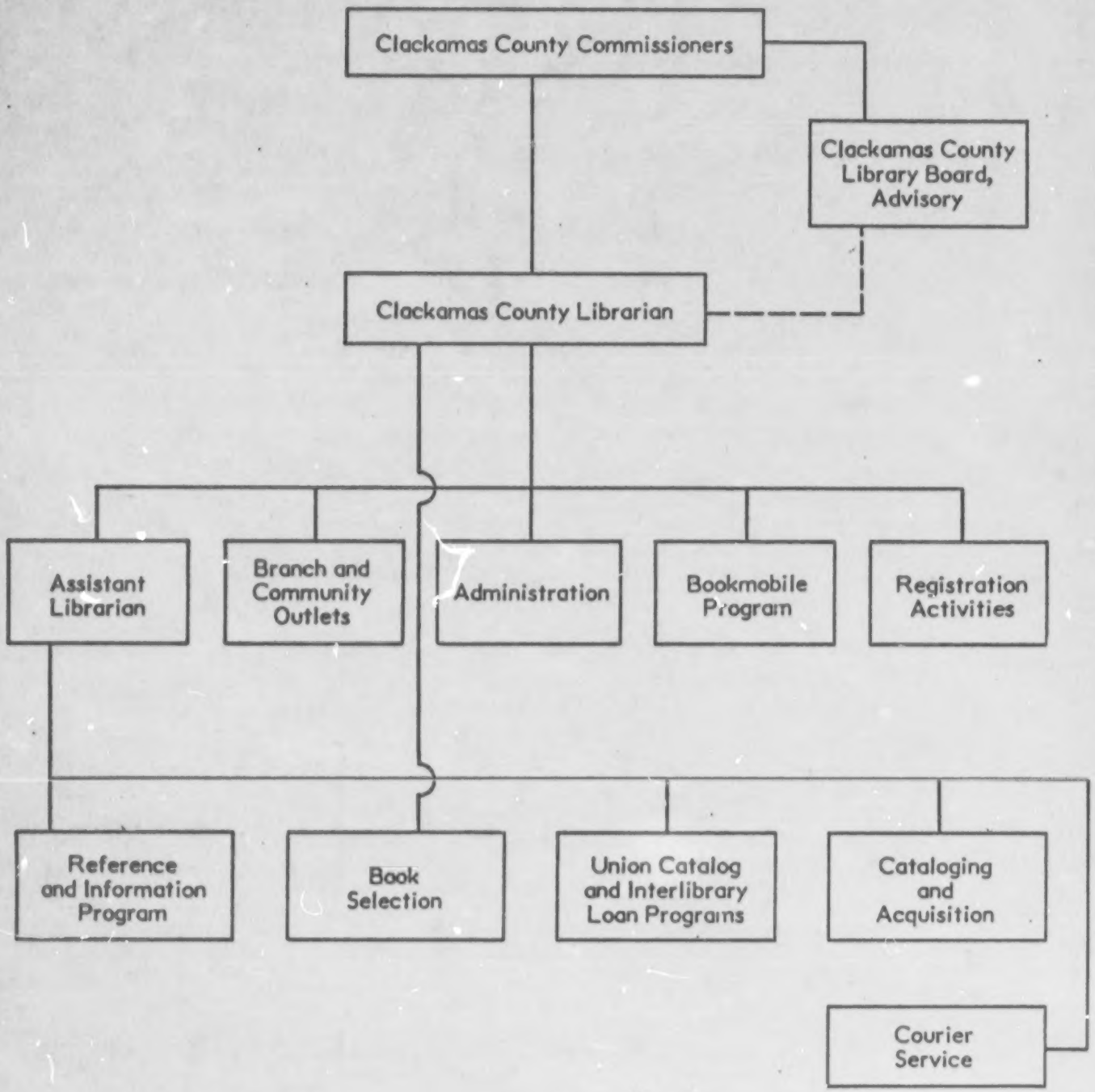
(Line items estimated - $200,000 a true figure)

| | |
|---|---|
| Bookmobile Service: Bookmobile Purchase; Program and Library Materials (1/2 year of Bookmobile Operation) | $ 55,750 |
| Courier Service | 11,500 |
| Reference and Information Service and Library Materials | 15,500 |
| Union Catalog Maintenance and Service | 20,000 |
| Cataloging and Acquisition (Delay in rental equipment) | 19,520 |
| Salaries - Administration and Temporary Help (Delay in employing County Librarian full time) | 30,960 |
| Operating Expenses | 24,300 |
| Coordinator - 1/2 time (County of Clackamas, the fiscal Agent; Housed in Clackamas Community College) | 7,200 |
| Total | $184,730 |

Allocation for County Library Operating Budget from

| | | |
|---|---|---|
| Library Levy: | $200,000 | |
| | 184,730 | budgeted |
| | $ 15,270 | Available for carry-over into second year |

## G. RECOMMENDED CLACKAMAS COUNTY LIBRARY PROGRAM ORGANIZATION AND RESPONSIBILITY



## H. BASIC ASSUMPTIONS

The following are basic assumptions on which the study and report are based:

1. That the services of the libraries should be universally accessible.

2. That the funding of the services should be fair and equitable among the governmental jurisdictions supporting libraries.

3. That cooperative library services provide a higher level of library service than independent library service.

4. That libraries in cooperative services should retain their autonomy.

5. That funds voted or appropriated for library service will be used for that service.

6. That all types of libraries will be a part of the cooperative program.

7. That continuing education will be available to all personnel in the Clackamas County-wide Cooperative Library Services.

8. That a means of rapid communication and delivery will be provided for the library services.

9. That the Plan on which the library serial levy funds are voted will be implemented following the passage of that levy.

10. That economy, effectiveness and quality are a desirable combination of attributes of library service.

I. PLAN OF SERVICE

CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES

**INTRODUCTION:** Description of the Cooperative Library Services and reason for and value of cooperation.

**OBJECTIVES:** Description of objectives - for example that the Cooperative Library Services ensure that resources and services of all libraries are available to all residents of Clackamas County; that improved library services and resources to residents of Clackamas County are available equally - these are primary objectives of the Cooperative Library Services.

**MEMBERSHIP:** List the libraries which are members. Indicate that membership is open to all libraries in Clackamas County.

**SHORT RANGE GOALS:** Introductory statement; detail such services as universal access with brief description; interavailability of materials and information services; reference and research services.

**LONG RANGE GOALS:** Introductory statement; detail such services as development of collections both print and non-print; special services with brief description of each; expanded bookmobile service; reciprocal borrowing; increased number of service outlets; improved physical facilities; improved circulation system; access to larger network.

**ORGANIZATION:** Clackamas County-wide Cooperative Library Services Structure

Council of Librarians

Citizen Policy Board

Autonomy of Libraries

Base Refund

Equalization Grant

Fiscal Agent

Coordinator

**EVALUATION:** Council of Librarians

Citizen Policy Board

Coordinator

Outside Evaluator or Team of Evaluators

**SIGNED:** Name of Authorized Person Date Name of Library

_____

_____

Member Libraries will each sign

J. COORDINATOR - CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICE.

JOB DESCRIPTION: (Adopted - Council of Librarians - August 4, 1977)

**Education:** The Coordinator shall have an MLS from an ALA-accredited library school or equivalent practical experience on a professional library level working with library programs on a broad basis.

**Experience:** The Coordinator shall have had administrative experience and/or experience with cooperative library service.

**Duties:** The Coordinator will assist in the development of policies and procedures for the Council of Librarians and the Citizen Policy Board.

The Coordinator will facilitate the implementation of the cooperative library programs which have been determined to have priority.

The Coordinator will make recommendations concerning cooperative programs to be undertaken by the Clackamas County-wide Cooperative Service.

The Coordinator will become aware of collection and service strengths in librarie throughout the County by visiting libraries and by consultation with the staffs and will serve as a communication facilitator to increase awareness of what is available and what is needed.

The Coordinator will attend the monthly meetings of the Council of Librarians and the meetings of the Citizen Policy Board.

The Coordinator will work toward better library service in Clackamas County by undertaking other tasks as deemed appropriate by the Council of Librarians and the Citizen Policy Board.

**Typical Tasks:** Gather information on circulation system or other needed subject for consideration by the Council of Librarians. Will make recommendations concerning the relative value of the different systems for the Clackamas County-wide Cooperative Library Service.

Make a study for determining the reason for non-use of libraries which such does exist in Clackamas County. Will draw conclusions from the study.

**Personal Qualifications:** The Coordinator will have the ability to work well with people in a cooperative program.

The Coordinator will have the ability to drive and have access to a reliable vehicle.

## K. SAMPLE CONTRACT FOR COORDINATOR SERVICES

THIS AGREEMENT made and entered into this _____ by and between the
(date)
County of Clackamas, acting as fiscal agent on behalf of the Clackamas County-wide Cooperative Library Services, hereinafter referred to as "County" and _____

_____, Library Coordinator, hereinafter referred to as
(name of coordinator)
"Contractor."

WITNESSETH

THAT WHEREAS, the Clackamas County-wide Cooperative Library Services Council of Librarians upon a thorough search for applicants, evaluation of resumes related to education and experience and interviewing possible candidates, recommended the engaging of _____ on a half-time basis, and
(name of coordinator)

WHEREAS the Contractor has agreed to perform on a half-time basis the duties set forth in the job description for Library Coordinator, Exhibit "A" attached hereto and by this reference incorporated herein,

NOW, THEREFORE the parties agree as follows:

### ARTICLE I: SCOPE OF WORK

A. Contractor shall perform the duties set forth in the job description, Exhibit "A".

B. The County shall provide the following:

1. $7,200 as full and complete payment for all services for a twelve month period including work and work products and all labor, equipment, supplies and other costs or expenses incurred by the Contractor in performance of the obligations herein agree upon in progress payments in accordance with County procedures.

## ARTICLE II: TERMS OF AGREEMENT

The Contractor shall be responsible to the Executive Board of the Council of Librarians which Board shall be responsible for the review of the quality of performance of the Contractor.

## ARTICLE III: TERMINATION OF PERFORMANCE

County may in the event that the performance by Contractor is unacceptable to the Clackamas County-wide Cooperative Library Services Council of Librarians terminate the agreement. The reasons for this termination must be presented in writing and provide for 30 days notice.

## ARTICLE IV: RENEWAL OF CONTRACT

County shall upon the recommendation of the Council of Librarians renew the contract until such time as Contractor has provided 24 months of service. The amount of payment shall be $7,200 for the first 12 months and $8,200 for the second 12 months.

## L. COUNCIL OF LIBRARIANS

### CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES
### BY-LAWS

Article I: This organization shall be known as the Council of Librarians of the Clackamas County-wide Cooperative Library Services.

Article II: Membership in the Council of Librarians shall be composed of the head librarian or media person, or designated alternate, for each library or media center in Clackamas County, including public libraries, academic, public and private schools, and special libraries. Each library/media center shall have one vote.

Article III; The purposes of this organization are:

To work cooperatively to provide the best possible library service for all residents of Clackamas County.

To develop rules, regulations and procedures for the cooperative services among the libraries in the County.

To develop workshops and programs of interest to all participating libraries.

Article IV: Section 1. The officers of this organization shall be President, Vice-President and Secretary.

Section 2. The President shall preside over meetings, name committees, be responsible for all other business of the organization, and represent the Council of Librarians on the Citizen Policy Board.

The Vice-President shall preside in the absence of the President.

The Secretary shall take minutes of the meetings, record them and send copies to members of the organization.

Section 3. The officers shall serve for a one-year term commencing immediately after the annual meeting in May. The President and Vice-President shall not serve more than one term in two consecutive years.

Section 4. In the event of a vacancy in the office of President, the Vice-President shall assume this office. Vacancies in any other positions shall be filled by election of candidates named by the nominating committee. Such elections shall take place as soon as possible after the vacancy occurs, if necessary at a special meeting called for this purpose.

Article V: Section 1. The annual meetings of the Council of Librarians shall be held the first Wednesday in May. There shall be monthly meetings, except during summer months by agreement of the membership.

Section 2. Special meetings may be called by the President and shall be called upon the written request of ten members of the Council of Librarians. The purpose of the meeting shall be stated in the call. Except in cases of emergency at least seven days notice shall be given.

Section 3. Ten institutions represented shall constitute a quorum.

Article VI: Section 1. The Nominating Committee shall consist of three members. The members of this Committee shall be appointed by the President at or before the April meeting.

Section 2. The Nominating Committee shall be responsible for nominating officers as stated in these by-laws; shall screen such candidates for their eligibility and willingness to serve; shall present their recommended slate of nominations to the membership in writing at least seven days prior to the annual meeting.

Section 3. Nominations will be accepted from the floor with the consent of the person nominated.

Section 4. The election shall be held at the annual meeting.

Article VII: Section 1. Such other committees, standing or special, shall be appointed by the President as the Council of Librarians may deem necessary. The President shall be an ex-officio member of all committees except the Nominating Committee.

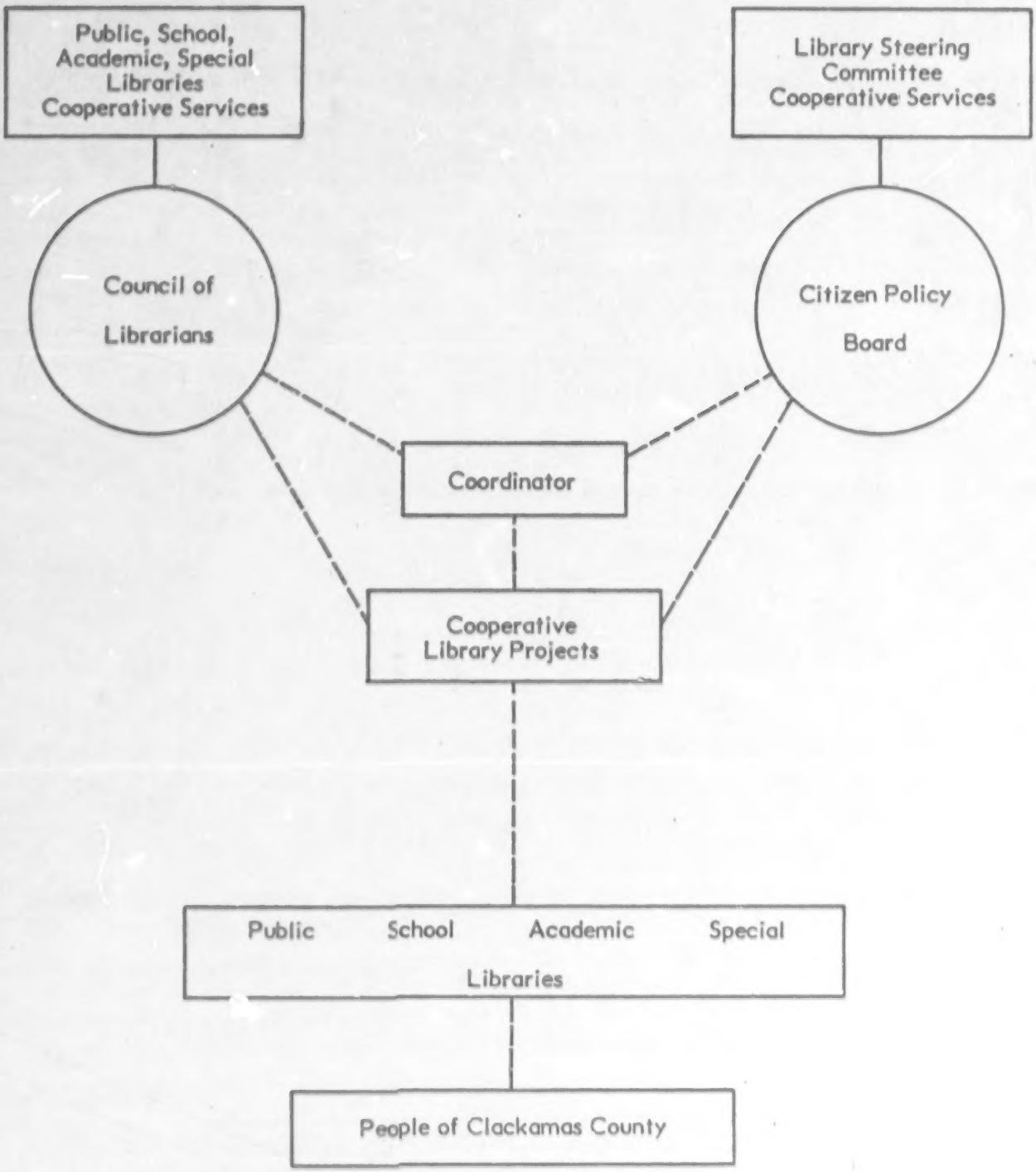
Section 2. The President shall appoint replacements to fill any vacancies which may occur on any committee of the Council of Librarians.

Article VIII: The rules contained in the current edition of **Roberts Rules of Order,** Newly Revised shall govern the Council of Librarians in all matters to which they are applicable and in which they are not inconsistent with these by-laws and any special rules of order the Council of Librarians may adopt.

Article IX: These by-laws may be amended at any regular meeting of the Council of Librarians by a two thirds vote of those present and voting, provided notice of such amendment has been given in writing to all Council of Librarians members at least 10 days prior to the meeting.

Adopted - Council of Librarians - June 8, 1977

## M. CLACKAMAS COUNTY-WIDE COOPERATIVE LIBRARY SERVICES



N. Interlibrary Loan - Clackamas County and the Oregon State Library, 1975-1976

**NUMBER OF REQUESTS:** The number of requests from a single library varied greatly. They ranged from 20 requests to over 600 per year.

**FORM OF REQUESTS:** Author/title requests far outnumbered subject requests for all libraries taken together. The same distribution was reflected in varying degrees in each individual library. Some subject requests may have been translated in each individual library. Some subject requests may have been translated into author/title requests before being sent to the Oregon State Library.

**FORMAT OF REQUESTS:** Requests for books far outnumbered the requests for materials in any other form. This was true for each library.

**DATES OF MATERIALS REQUESTED:** The majority of the requests fell in range of 1950 to 1976. A few requests were for books published in the late 1800's or early 1900's.

**SUBJECTS AND TYPES OF REQUESTS** (Sample):

Rehabilitation
Geriatrics
Health
Real Estate
Architecture
Energy
Astronomy
Languages
Home Building
Geology
Sports
Birds
Retirement
Photography
Vandalism
Art
Interior Decoration
Crime
Indians (American)
Needlework

Well digging (water)

Aviation

Mobile Homes

Legal Rights

Politics

Biographies

Coin Collecting

Music

Guns

Drugs

Geography and Travel

Recreational vehicles

Weather Forecasting

How-to-do-it books

History

Financial Management

Hobbies

Careers

SOURCE OF REQUESTS: The source of the majority of requests came from the Oregon State Library Book Catalog. Some were from **Books in Print.**

## O. CLACKAMAS COUNTY POPULATION AND LIBRARY SERVICE - July 1, 1976

| Cities Supporting Public Libraries | Population |
|---|---|
| Canby | 5,775 |
| Estacada | 1,690 |
| Gladstone | 8,300 |
| Lake Oswego | 19,700 |
| Milwaukie | 17,300 |
| Molalla | 2,780 |
| Oregon City | 13,300 |
| Sandy | 2,190 |
| West Linn | 9,300 |
| Total | 80,335 |
| Area Outside Cities Supporting Public Libraries | 125,465 |
| Total-Clackamas County | 205,800 |

## P. OVERVIEW OF LIBRARY SERVICE IN CLACKAMAS COUNTY - 1975-1976

The information in the overview given here includes, for the most part, those libraries which were in the original library network and was provided in February 1977.

**Canby Public Library** relocated in May of 1977 in larger space. The library had 6,408 volumes and added 581 during the year. Its circulation was 16,750. The library had phonograph records in its collection in addition to books.

**Canby Union High School Library** had 9,000 books. It's collection included, also, phonograph records, cassette tapes, 8mm and 16mm films and projector as well as cassette players.

**Clackamas High School Library** added over 1,400 books per year. The total circulation was over 7,000. The audio-visual items added to the collection totaled 380. All types are included and in all circular areas. The total titles numbered 18,000 and total volumes 23,000. The Clackamas County Library Network circulation was 182.

**Clackamas Community College Library** lends to all people at the college and to all residents of the Clackamas Community College District. The library provides reference, interlibrary loan and has a microfilm reader-printer as well as phonograph records. The collection contains over 30,000 books and 500 periodicals. A Citizen Library Card may be obtained without charge.

**Clackamas County Library** maintained a daily exchange of books and information between county, city, college and school libraries. A union catalog was maintained as was van service. A weekly van service trip was made to the Oregon State Library to obtain materials not available in Clackamas County. The city libraries and the county library had been cooperating since 1935 to provide library services. Many thousands of dollars in taxes and grants had been spent to further the network to the point where it was when the County Library was closed in the latter part of 1976 and some of the city libraries established non-resident fees for borrowers living outside the city limits. The Clackamas County Library is governed by the Clackamas County Commission. It has a County Library Board. The County Library provided support services for other libraries in the County and bookmobile service was provided directly to residents living outside cities supporting public libraries and the cities provided direct library service to out-of-city borrowers. The amount of funds paid to each city had decreased to the point where they were insufficient to cover the costs of service to the out-of-city borrowers. Catalog service was provided to some libraries as was centralized registration. A branch of the County Library is the Johnson City Branch. Over 12,000 interlibrary loans were handled yearly and 84,000 books transported on the van within the County and to and from the Oregon State Library. 17,343 library cards were processed in 1974-75. Clackamas Public Library (Johnson City Branch) was open 13 hours per week and had a collection of over 2,000 books. The bookmobile made 48 stops per month.

**Estacada Public Library** is governed by the City Council and the library board. The total population which was entitled to the service was 1,720 and 800 were using the library. The book collection was 3.5 per capita. The library also has phonograph records.

**Estacada Senior High School Library** had 11,200 volumes; 156 filmstrips and 160 sound filmstrip bits and some slides and slide bits on assorted subjects. Fiction had the highest number of titles and Social Science the second highest.

**Gladstone Public Library's** governing body is the City of Gladstone. The library had a potential population to serve of 8,125 with the total number using the library of 5,500. The library had 2.7 books per capita and has records and cassettes. The library had experienced an increase in both reference and circulation. A special effort has been made to involve the library in the community. Many of the programs are not traditional. There is a program for the mentally handicapped which has received national attention. The library works with three nursing homes. The collection includes players for the cassette tapes for shut-in service. There is also a deposit station at the local Travelodge. The library provides a weekly year-round Story Time for the pre-schoolers and assists with the summer program for older children. The library borrowed 757 items and provided 379 on interlibrary loan. Gladstone is presently enlarging its library building.

**The H. C. Mason & Associates, Inc. Library** in Gladstone had 600 books and 2,500 pamphlets. There are 1,000 reprints of articles and small reports. The subjects covered included forestry, wood products conversion, silviculture, engineering, designing for mills and auxiliary equipment, environment, energy economics and corporate management.

**The Intermediate Education District Media Center** materials are loaned to other libraries - 55,000 items. The IED serves 2,500 teachers and 20 non-profit organizations. The program includes a 16mm film library with service to teachers, administrators and non-profit organizatio... The curriculum library includes curriculum guides, adopted textbooks, and professional magazines. The service is available to teachers and administrators. The IED has an audio-visual equipment repair service and an AV cooperative equipment and supply purchasing program. The center runs a courier service daily to all schools.

**Lake Oswego High School Library** had 19,594 titles and added 426 during the year with a total collection of 20,000 volumes. Fiction titles made up the highest number of titles in the collection with social science second. All subject areas were held in audio-visual materials and all types held except reel-to-reel.

**Lake Oswego Public Library** is governed by the City Council with the Library Board as advisory. The library had 2.4 books per capita plus uncataloged paperbacks. A poetry group meets regularly at the Library. The Public Library draws upon Clackamas County Library resources, Oregon State Library, Pacific Northwest Bibliographic Center and beyond. The library has a microfilm reader-printer and the collection includes art prints, 8mm films and cassette tapes. The local newspaper is on microfilm. The library borrowed 974 items and lent 473. The Pacific Northwest Bibliographic Center is included in this number.

**Lakeridge High School Library** had 9,776 titles. Fiction makes up the highest number of titles with Social Science second. The library collection includes filmstrips, film loops, cassettes and disc records. The subjects included are English, Social Science, Drama and Physical Education.

**Marylhurst Education Center Shoen Library** is a college library serving approximately 800 people in the college but had issued more cards than 800. About 3,000 have been issued since the library opened in 1968. The special subjects included in the collection are art, education, literature, music, philosophy, religion and careers. The collection included art prints, phonograph records, cassette tapes, filmstrips, slides, 16mm films and microforms. The library borrowed 61 items the last fiscal year and lent 255.

**Milwaukie Public Library** - Ledding Library is governed by the City Council - City Manager/Council. The books per capita were 2.62. The library had films, records, framed art prints and study prints. It also has a reader-printer. The library had a book collection of over 40,000 volumes and added approximately 3.000 during the year. Its collection of microforms included 155 items. The library also has a volunteer group. 580 items were borrowed and 280 were lent to other libraries.

**Molalla Public Library** had a book stock of 7,652 volumes and 6,923 titles. It was opened 39½ hours per week. The number of registered borrowers was 3,512. The collection included 200 phonograph records. The library had added 935 volumes during the year.

**Molalla Union High School Library** had an estimated number of 5,000 volumes. The library collection includes periodicials and cassette tapes. In the book collection the highest number of titles was in Fiction with Travel and History second.

**Oregon City Public Library's** governing body is the City Commission of Oregon City. The Oregon City Library Board serves in an advisory capacity to the Oregon City Librarian. The total population which was entitled to service was 13,300 and the estimated number of people using the service was 11,000. The book collection per capita was 3. There had been a constant increase in circulation. The library also had 138 reels of microfilm - primarily Oregon newspapers. They also have a reader-printer. Other materials in the collection include 8mm films and phonodiscs. The pamphlets emphasize Oregon and Oregon City. The Children's Library has picture files. In addition to the regular story telling and film programs and library orientation tours for school and scout groups, the Children's Librarian instructs the junior high school Home Economic classes in the art of story telling each semester. Oregon City Library borrowed 472 items and provided 20 on interlibrary loan.

**Oregon City Senior High School Library** had 10,401 titles with 1,284 added during the year with a total of 13,274 volumes. The audio-visual collection contains filmstrips, records, slides, 8mm, loop, slide/sound, video tapes, cassette tapes, prints and microfilm (peridicals). All is curriculum oriented. There is the capability of air lifting television programs.

**Rex Putnam High School Library** had 16,432 titles, added 1,228 during the year with 21,192 volumes. The audio-visual resources included charts, films, filmstrips, games, kits, record albums, recordings, study prints, slide sets, tape sets, transparencies and view masters. Social Science ranked first in the number of titles and Fiction second.

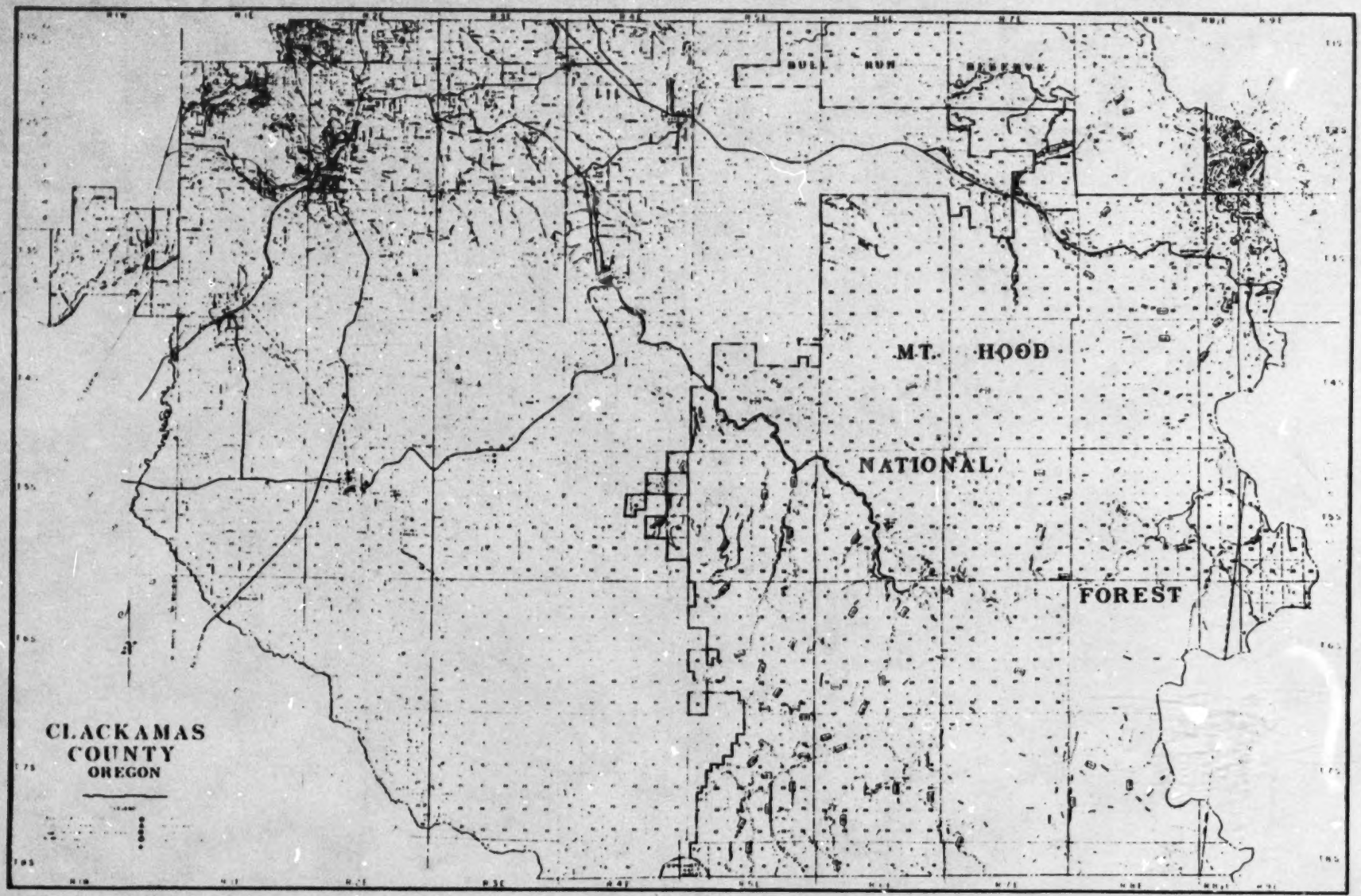
**Sandy Public Library's** governing body is the Library Board. The estimated number of people reached was 3,400. The total number of books was 8,721. There was an increasing interest in non-fiction. The Library serves more than the area of Sandy itself and more than the Sandy High School District. Its public includes a large area up to and including Government Camp to the east; north, almost to Troutdale and Gresham; southwest, to Boring and Eagle Creek. The Library has a morning story hour. They have a spring tea in April annually to honor the artists and illustrators of the area. The Library has pre-school story hours for the mothers and the children. The Library has a pamphlet file and an art file. Sandy Public Library borrowed 471 items and provided 27 on interlibrary loan.

**Sandy Union High School Library's** collection contained the highest number of titles in Social Science with the second highest in English Literature. Special emphasis is placed on careers and technical education. The multi-media includes films, loops, cassette tapes, filmstrips and disc records. The library has the capability of air lifting television

programs. The library contains magazines and a good newspaper collection. Xerox service is provided by the Library. The Library participates in Interlibrary Loan.

**Western Evangelical Seminary Library** - George Hallauer Memorial Library - in Milwaukie contains approximately 34,000 volumes. The seating capacity of 75 includes 55 carrels. In addition to books, magazines and newspapers, the collection contains 30 microfilms, film strips, reel tapes and cassette tapes. The Library participates in cooperative library services as a member of the Associated Christian College of Oregon.

The libraries included in this **Overview** are primarily those libraries in the Clackamas County Library Network which was in operation prior to the closing of the Clackamas County Library. One special library and an additional resources library are also included. Many other libraries of all types were visited. The information for the libraries, in most instances, is taken from a questionnaire which some libraries filled out in February 1977. Tektronix will open a special library in about a year, in Wilsonville.


BULL RUN RESERVE
MT. HOOD
NATIONAL
FOREST
CLACKAMAS
COUNTY
OREGON

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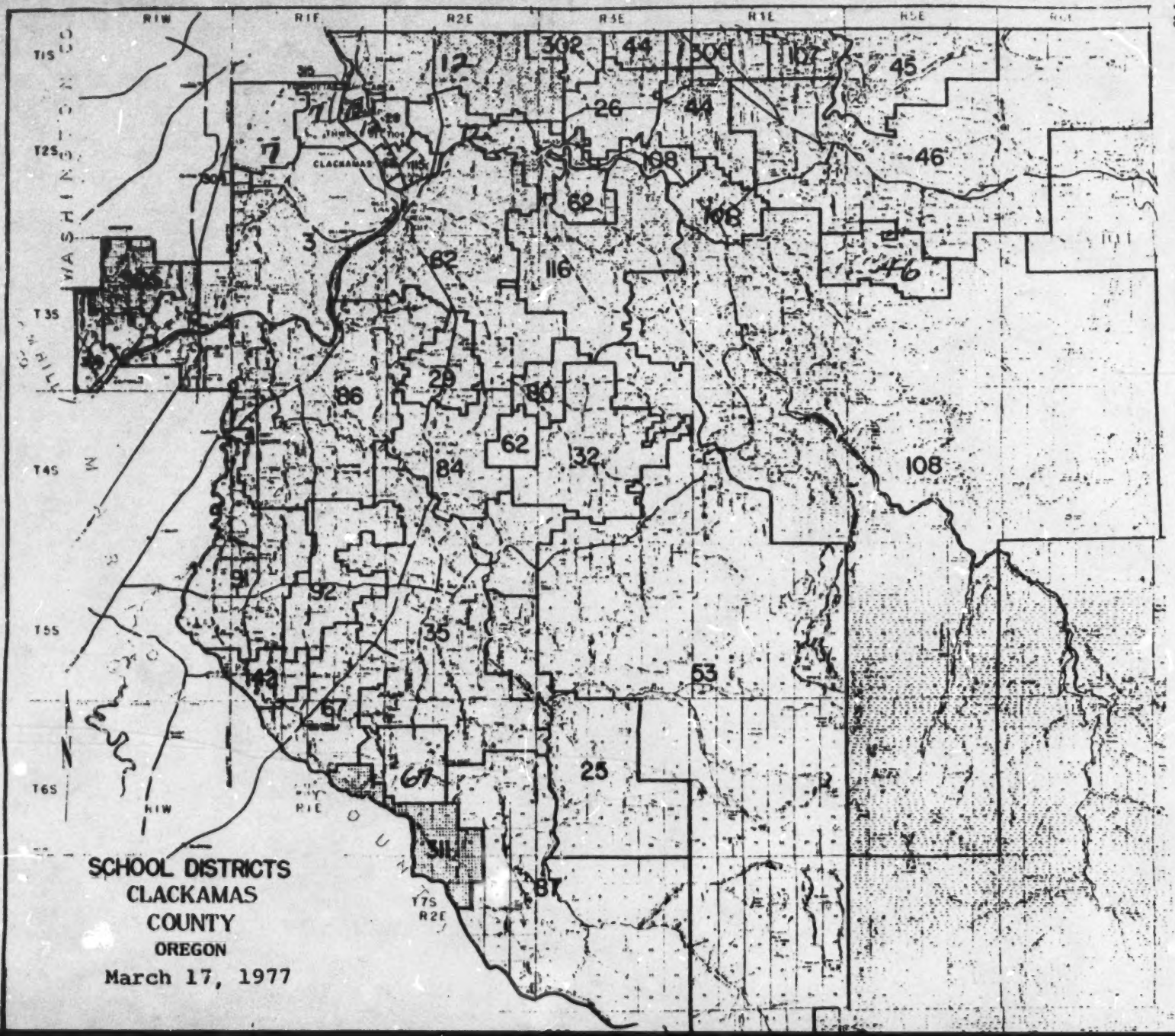
101

102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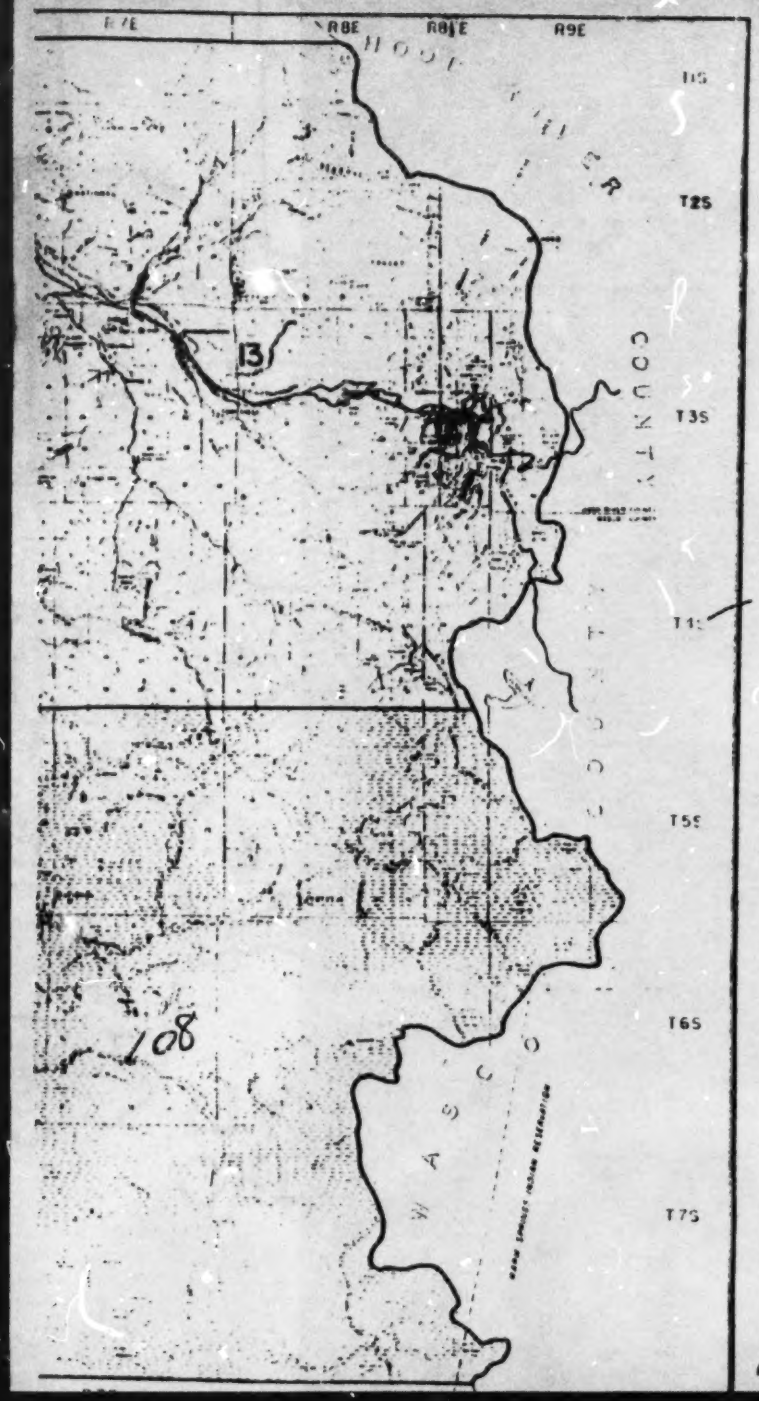
T7S R2E
SCHOOL DISTRICTS
CLACKAMAS
COUNTY
OREGON
March 17, 1977



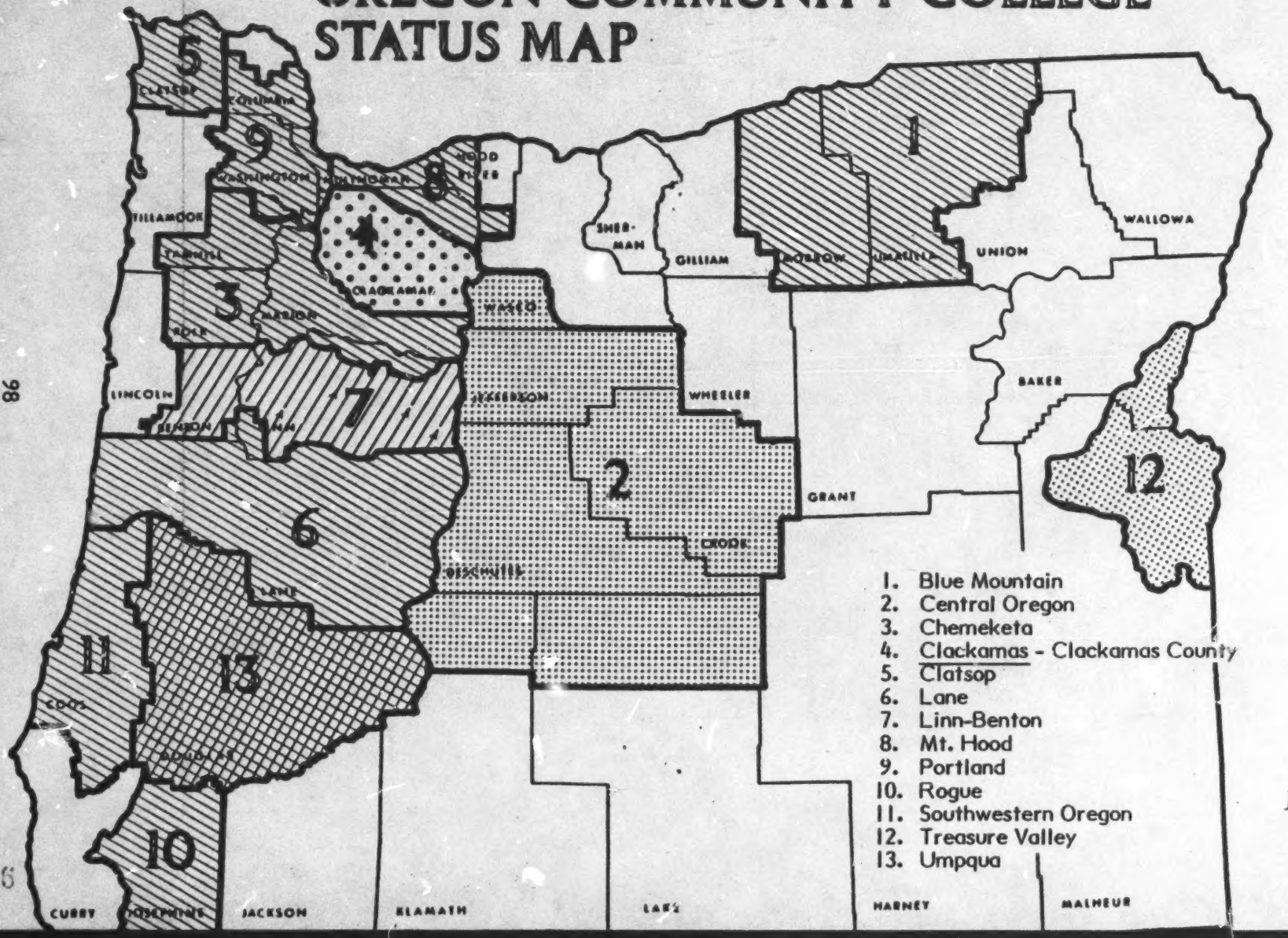

**School Districts**

**Clackamas County**

March 17, 1977

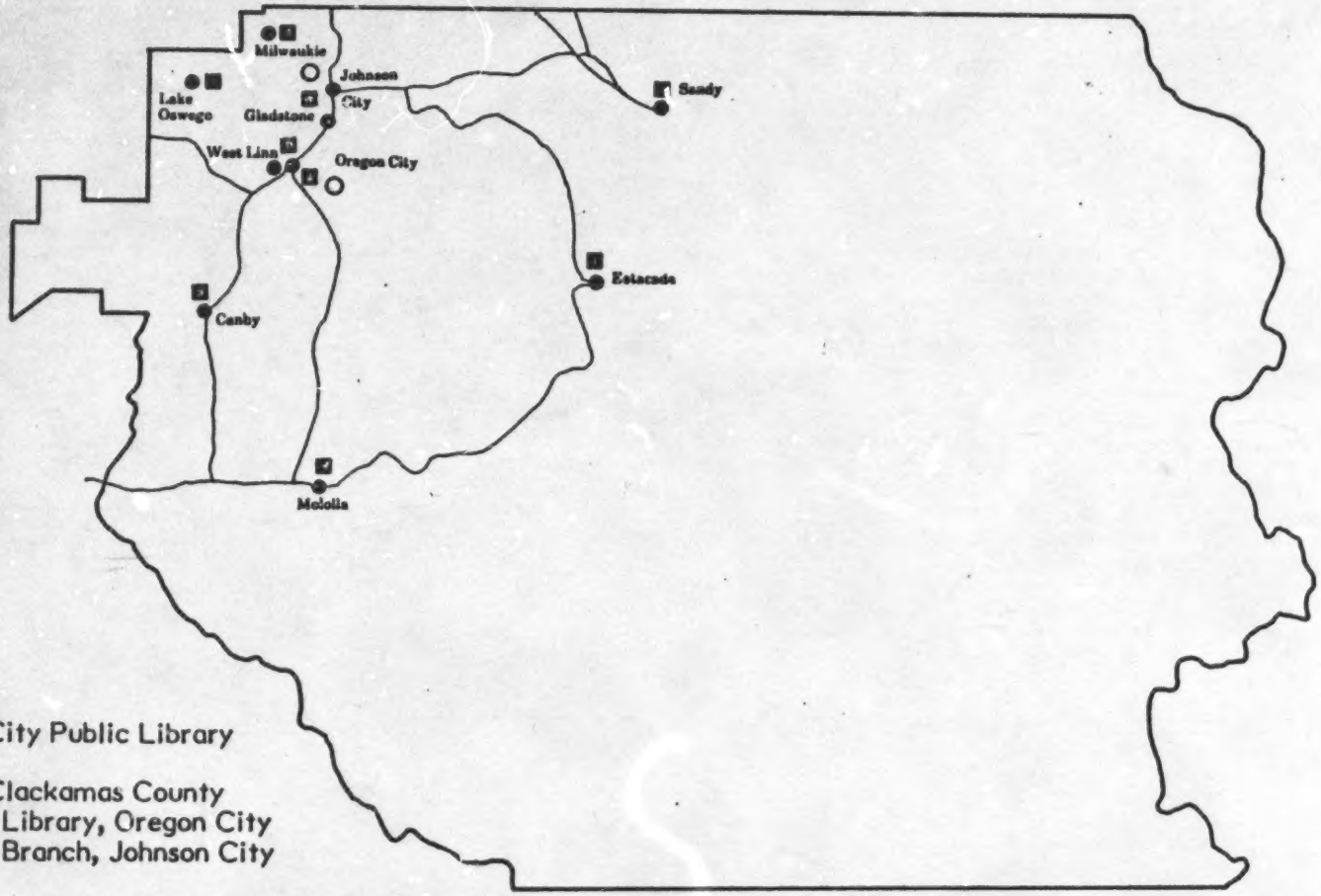
3 - West Linn
7 - Lake Oswego
12 - North Clackamas
13 - Welches
25 - Dickie Prairie
26 - Damascus
29 - Carus
32 - Clarkes
35 - Molalla
44 - Boring
45 - Bull Run
46 - Sandy
53 - Colton
62 - Oregon City
67 - Butte Creek
80 - Shubel
84 - Mulino
86 - Canby
87 - Maple Grove
91 - Ninety-One
92 - Rural Dell
107 - Cottrell
108 - Estacada
115 - Gladstone
116 - Redland
142 - Monitor-Joint District with Marion County
300 - Joint District with Multnomah County
302 - Joint District with Multnomah County
305 - Sherwood-Joint District with Washington County
311 - Silverton-Joint District with Marion County

# OREGON COMMUNITY COLLEGE STATUS MAP




1. Blue Mountain
2. Central Oregon
3. Chemeketa
4. Clackamas - Clackamas County
5. Clatsop
6. Lane
7. Linn-Benton
8. Mt. Hood
9. Portland
10. Rogue
11. Southwestern Oregon
12. Treasure Valley
13. Umpqua

# CITY AND COUNTY LIBRARIES IN CLACKAMAS COUNTY - 1977

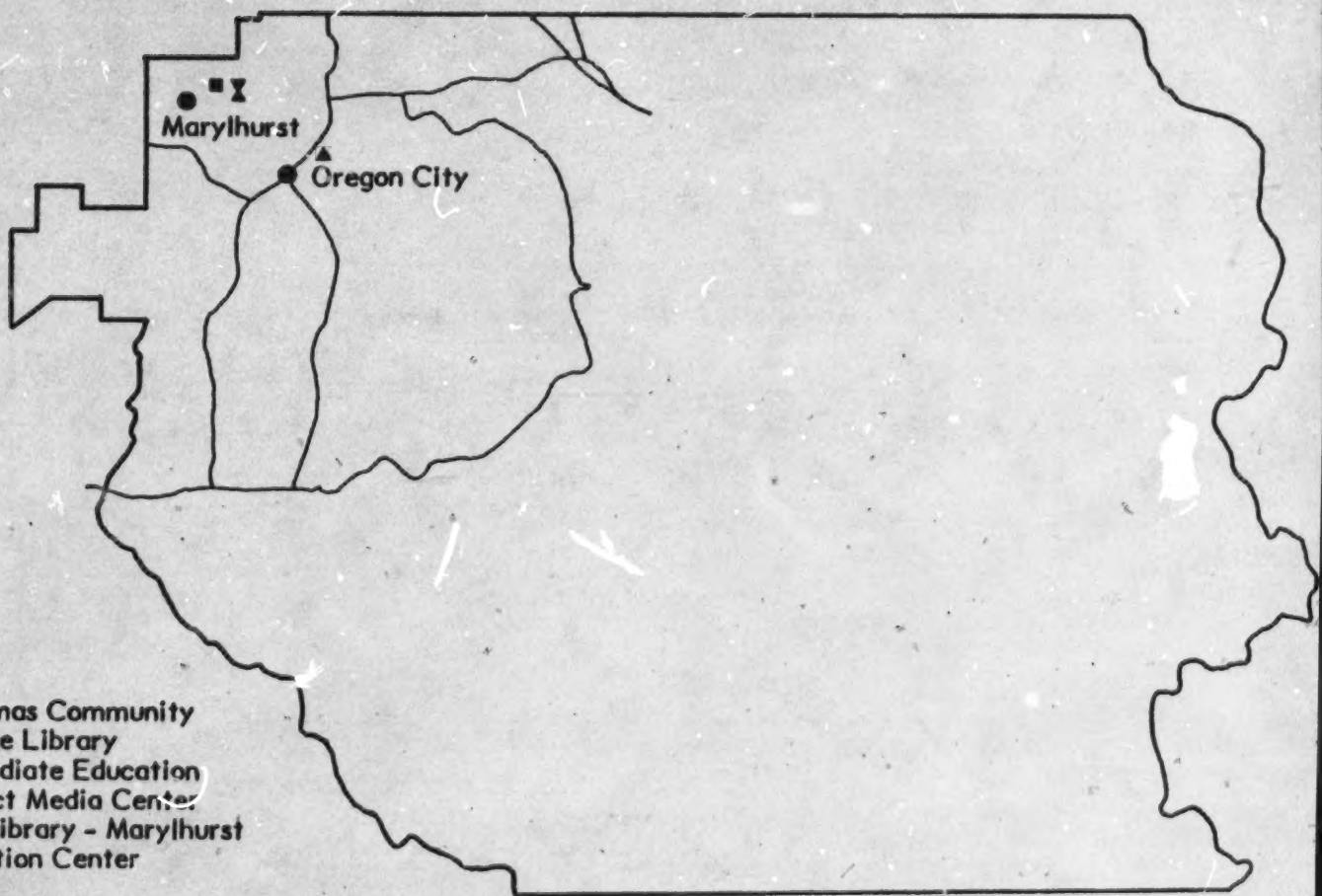



■ City Public Library

○ Clackamas County Library, Oregon City Branch, Johnson City

Academic Libraries
Intermediate Education District Media Center

Clackamas County - 1977




▲ Clackamas Community College Library
⧗ Intermediate Education District Media Center
■ Shoen Library - Marylhurst Education Center

## V. SELECTED REFERENCES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